



DRAFT C&C Care Strategy 2019-2027

Out Not In

Fit Future

C&C's Fit Future Strategy was launched in 2017 and takes the organisation through a journey of development to 2027. The strategy provides a route map for C&C to be a provider of the future. In this strategy there are a number of key themes and goals which underpin all activity within C&C. The Care Strategy outlines the activities that will be taking place within C&C's Care Services, specifically for people who are living with dementia.

In Fit Future we look to provide Services that Inspire.

Our stated aspiration is that our residential care homes will be developed to be specialist Dementia Residential Care Homes which are best in their class.

The 10 Year Vision

- People will proactively choose C&C residential homes to support their dementia care needs.
- We will develop specialist dementia care services for younger individuals with early onset dementia (age 55 to 65).

We aim to deliver this by 2027.

5 Year Goals

- We will refurbish Cecil Court, Compton Lodge and Homestead to provide an elegant and therapeutic environment.
- We will grow our portfolio of specialist dementia care homes.
- We will support our residents with technologies that help.

We aim to deliver this by 2022.

3 Year Plan

- All our residential homes will offer specialist dementia care delivered by expert staff
- We will reduce and remove the use of anti-psychotic drugs in our homes

- We will develop a restaurant style dining experience of freshly prepared food
- We will develop meaningful, resident specific activity that matters
- We will engage with the local community to offer places of worship, hobbies, and days out

We aim to deliver this by 2020

Out Not In is the strategy for this specialist care service and reflects C&Cs values

- Do it from the heart
- Invest in each other
- Be a pioneer
- Believe in better
- Have the courage to act

C&C is committed to innovation and for over 55s to be engaged in the heart of things in London. The care strategy allows people over 55 with residential care needs to be a part of this.

There is a true fit with C&Cs culture, values and **Out Not In** principles.

Out Not In Vision

The underlying principle of this strategy is that engagement with life and enjoyment of life helps maintain and promote health, and that the wellbeing created by a life well lived and a day well spent is of tremendous therapeutic value.

That engaging with the life as you have known and is familiar to you is most important, and that this familiarity (learnt behaviours) supports cognitive function and reduces anxiety.

That physical activity and social interaction are vital to general wellbeing and health.

Residents of Care Homes especially residents with dementia are 'In'. They are in their rooms or homes and don't go 'Out'. They can become invisible to their community. People are 'visited' by loved ones but no longer in the world or of the world. This process becomes compounded by cognitive impairment. Communication becomes difficult, access becomes difficult and people remain 'In'. In their own worlds and in their own heads in-doors.

This strategy utilises the power of engagement with life and the wellbeing this brings as a tool to maintain and promote cognitive function and the concept of self to reduce confusion and anxiety.

In our Fit Future Strategy we set out to 'support a healthy active life in our connected, supportive community'. The strategic objectives will have consistent themes throughout all C&C services and will help define C&C's service identity.

Out Not In challenges traditional clinical care and states that joy and engagement with the world are vital to the human condition and that regimes which do not have this aspect at their core are flawed and inferior.

Most dementia specialists are beginning to move in this direction as increasingly care professionals recognise the benefits of wellbeing to the care of individuals, embracing more holistic regimes.

This has been a consistent theme for C&C in A Fit Future and we have pledged to enhance the customer experience through a diverse programme of events and activities. Our 10 Year Vision is that 'our residents are happy with their lifestyle, having opportunities to do what they want to do' and 'to increase happiness by facilitating new relationships and friendships'. This is an objective of 'Services that Inspire' and equally applies to our care homes.

Cognitive function is maintained by stimulation and engagement. **Out Not In** uses the events of every day to stimulate and maintain cognitive function and uses retained conditioned behaviour as a tool to encourage engagement and reduce anxiety.

Social events such as greeting people, going to a pub or restaurant, attending a party, joining in with a song or a round of cheers are conditioned into us as part of socialisation in our life journey. This behavioural conditioning is hard wired into our brain and although often not visible, our personal feelings are unaffected by cognitive disease. Most dementia care therapies use this to some extent but most rely on artificial or simulated events and containment.

Out Not In looks holistically at both mind and body. The service will be as permissive as the client wishes and able to appreciate. It acknowledges that engagement with society and nature is key to experiencing life.

Out Not In believes in the rights of the individual for joy and happiness and believes that the array of life's riches should not be restricted by age.

Out Not In is eclectic in nature. It uses components of good care practice in the pursuit of finding the best approach for each individual. Individuals will come first not models of care and C&C will use a number of sources of expertise and models.

The **Out Not In** strategy is totally developed around individual needs, is responsive to changes in function, and is focussed on maintaining and supporting ability, reducing anxiety by offering a non-clinical environment.

Increasing frailty is the main concern of health professionals and it is the frailty that dementia produces in its final stages that produces the biggest care challenges. Frail residents' risk of death are five times greater than that of other residents. **Out Not In** will be responsive to the needs of frail residents and will look to seek specialist advice for this group who experience a high physiological vulnerability.

Out Not In is conscious of the needs of both the body and the mind and the active interplay between the two. We will proactively utilise health and fitness to develop bodies, maintaining heart function, muscle mass and bone density proactively reducing the onset of frailty and prolonging a healthy life.

Out Not In is an emergent strategy, it starts now. In fact, it already started with our first conversations. **Out Not In** is a conceptual strategy which allows staff teams to start the journey and to develop the model, refine, and then further develop. Like any journey it may never truly stop and there may be long distance to travel but as soon as it starts, progress is made.

Out Not In Principles

The **Out Not In** strategy is a set of principles that form a set of residents' rights. These give a clear indication to residents and their families and friends of the service that we intend to develop over the duration of the strategy.

These principles give our staff team an understanding of their role and a framework from which to develop exceptional practice through bespoke individual care packages. They also send out a unique challenge to the provision of care and guide services that are holistic.

These rights reflect C&C's organisational values and A Fit Future Strategy objectives and will drive the care service of C&C to have its own identity.

A right to emotion

- Residents have a right to 'feel' their emotions and these should not be denied challenged or sanitised
- Antipsychotic drugs should not be used to dull down emotions and individuals should be supported to feel 'in the moment' emotions that may change throughout their day
- Residents will be 'known' as a member of the C&C family and their lives, goals and ambitions respected, supported and developed
- Residents will be supported to communicate, however difficult this may be, with their families, friends, home staff and communities
- We will respond at an individual, personalised and holistic level to distress and true neurosis and ensure that individuality remains intact
- Residents and their friends and families have an active voice and are encouraged and supported to express views, provide feedback and complain, and expect that feedback is acted on in a way that improves their lived experience

A right to feel at home

- Residents can personalise their space and feel that they are at home; a place of safety and comfort.
- Residents' families and friends are part of the home and welcome at any time of the day or night according to the wishes of the resident
- The value of contributing to and being useful and helpful around the home is understood and respected. Residents are encouraged to take part in domestic activity and contribute to the family life of the home if they so wish.
- Residents can 'be' at home in a place of their choosing whether that be their personal space, that shared with other residents, indoors or outside in the garden

- Residents have access to a warm coat, outdoor shoes, hats, scarves and gloves and can experience the joy of each season, outdoors
- Residents are encouraged to engage with nature inside and outside of their home
- Residents have a right to leave the home with support where needed and be active citizens in their communities

A right to eat, drink and enjoy a good meal with family and friends

- Residents have a right to a healthy, nutritious, balanced diet of fresh food that suits their preferences and religious and dietary choices and needs
- The smell of fresh food being baked is an essential part of enhancing an enjoyed experience of eating
- Appetising food and drink is available at all times that suit our residents
- Residents are encouraged to grow fruit and vegetables, shop for and choose the food they like and to help to prepare meals and bake for and with themselves and others
- Residents can dine privately, with their families and friends who are welcome to dine in the home, or with other residents
- Residents have access to and choice of alcoholic drinks unless otherwise medically directed

A right to achievement, joy and hope

- Residents can expect to be as active and fit as their physical health will allow and encouraged to take part in activity that builds muscle mass and bone density and results in feelings of wellbeing, confidence and strength
- The concept of having a good life is at the core of life in the home
- Residents can take part in familiar daily activity and have opportunities to try new things
- Residents can connect with and enjoy the arts and music in a way that is personal to each individual
- The home environment is one of beauty and comfort and enables full safe movement around the home
- Laughter and fun are core concepts of good family life and humour is reflected in friendly relationships
- Residents feel hope for a good future and something to look forward to
- Staff have permission to be brave enough to try something new, to innovate and achieve individual joy and delight
- Residents can be truly 'out'

A right to friendship, connectivity and community

- Residents retain old friendships and create new friendships and relationships inside and outside the home
- Families and friends are always welcomed into and are part of the home, and can join in with meals, household tasks and therapeutic activities
- Staff teams are free to develop caring and friendly relationships and will be a source of help, friendship, encouragement and engagement
- Teams of volunteer friends and helpers will be encouraged and engaged to offer one to one support and friendship to residents so that they can remain a part of local community life inside and outside of the home
- Residents will be supported to be a part of their local faith groups and retain connections to their faith community
- Residents are connected with national and local current affairs and can voice and debate their opinions
- Residents are supported to vote in local and national elections
- The value of intellectual stimulation, conversation and debate is at the core of daily home life
- Residents are connected to the outside world through technology, with WiFi as standard, and availability of social media and video calling to friends and family

A right of control

- Residents have the right of choice, including saying 'no', and requesting the unexpected
- Staff understand C&C's duty of care responsibilities and proactively risk assess so that they can say 'yes', enabling and supporting residents' choices
- Residents and their families and friends are part of a multi-disciplinary team who together agree care and wellbeing life plans
- Residents are part of the recruitment and training of care teams

Delivering the *Out Not In* Principles

There are a number of areas that are key to delivery of the ***Out Not In*** principles

Ways of Working

As we change our service to attain excellence and fit our services around our residents we will need to change the way we work.

The care homes will become less task orientated environments and care staff will proactively engage in decision making. As rules become more permissive, staff will become more skilled and able to make sound professional decisions with a heightened

awareness of risk. The need for good systems of communication will increase when individual packages of care become more bespoke.

A service that innovates and looks to produce excellent solutions needs the strongest foundations. It will offer a strong and responsive personal care service which responds to need and quickly identifies and adapts to sustain a good life. This is achieved by strong leadership throughout each home where practice is scrutinised and reviewed with a questioning dialogue to coach people through change. New procedures will be required to enable different outcomes to be achieved whilst providing clarity and safety.

Engagement with life and the community are core to resident wellbeing as is movement and exercise. Whilst these features have always had a place in our homes their prominence in **Out Not In** is more developed and stronger. Enabling residents to engage with the outdoors, nature, being fit and accessing the outside community is a resource challenge that requires a different way of planning and working, engaging community volunteers to provide friendship and practical support.

More services within the home will need to be brought in-house as we develop our service to achieve higher standards of quality that follow the **Out Not In** approach. The catering and hospitality offers have a significant impact and can be enhanced for a more beneficial therapeutic effect on health and wellbeing. Our hospitality service links the home to the community and we need to ensure that residents, families and friends are catered for in an exceptional way.

To facilitate a whole systems approach where the locus of control is with the resident, we need committed and motivated staff. Key to this is effective recruitment, reward, retention, development and support for staff.

Recent Age UK research into the experience of people receiving care found there were two main issues that were fundamental to the success of this experience:

- That the relationship between the carer and “cared for” be warm and offer a true connection
- That the ‘cared for’ is involved in decision making

Out Not In will achieve this.

Out Not In puts the individual receiving the care in the centre. This requires a whole systems approach where ‘our computer says yes!’ This requires discipline and proactivity and is one of collaboration and coproduction. Residents, their families and friends will be actively contributing to the care planning and delivery of care, contributing to the success of **Out Not In**.

Tailored training will be provided by in house specialists and by the senior management team in the home. We will offer more open coaching sessions that are practically based using real life situations.

Our Fit Future 10 Year Vision is for our residents to help each other, in a community that is welcoming and engaging and to contribute to scheme life and good neighbourliness. This applies to our housing service and to our care homes. We need to explore ways of opening our care homes to facilitate friendship groups and befriending initiatives.

We have pledged to have a strong group of volunteers that have well defined roles within their communities and the skills and resources to make the greatest impact. We will develop this within the homes to support the delivery of **Out Not In**.

2019 Out Not In Delivery Plan

Delivery of the **Out Not In** principles starts now and will develop over time. No one person has the same experience of dementia and no two days are often alike. To achieve our goals, we have to have the courage to act, to pioneer our way through complexity, invest in our teams and keep adjusting our service to meet need and want.

Our first steps through 2019 will include

- Communication and launch of **Out Not In** to all stakeholders including a program of events held in each home to communicate this strategy with staff teams, all C&C staff, residents and families, friends and supporters of homes, professional associates, and other stakeholders
- Co-production groups of support set up and a program of events arranged to allow all parties to become actively involved in developing the strategic priorities
- Each home to produce their **Out Not In** action plans. These will outline what is needed to implement the strategy at each home. Home managers will work with their care teams to develop the local plans and identify new ways of working. These will be coordinated into an implementation plan for care that is delivered with agreed timelines and targets
- Developing a learning programme for our teams to enable **Out Not In** to be delivered
- Introduction of electronic care planning system to enable bespoke individual **Out Not In** plans to be developed for each resident
- Reviewing activity plans at each home including the introduction of a new 'fitness' offer'
- Development of an options appraisal for alternative catering models in each home
- Development of a new hospitality (including housekeeping) offer across all homes
- Development of a new recruitment and retention plan and methodology for care to enable C&C to recruit and retain the best care staff
- Volunteering and Befriending schemes to be developed to support the activity in the care homes and individual **Out Not In** plans
- Comprehensive risk assessment of implementation plan to be developed and progress reviewed at a regular **Out Not In** Steering Group

18 Months to 3 years

- All care home support groups to be well established and meeting quarterly
- C&C to have presented **Out Not In** at two industry conferences
- All homes to be offering the **Out Not In** principles of care to all residents

- All homes to have at least one Outstanding rating from CQC
- 90% of training to be delivered in-house
- C&C to have developed specialist knowledge of good practice in the care of individuals who are living with dementia and those who are frail
- Catering to be managed in house and be provided in line with **Out Not In** principles
- The Hospitality offer in the care homes to be that of a country house hotel
- C&C care homes to be fully staffed and supported by a bank or associate workers. Staff to be recruited from an array of different sources and a campaign to recruit more men in care will have been delivered
- The use of agency workers will have been eradicated
- An established group of volunteers will be supporting residents with their individual **Out Not In** plans at each home

Buildings

C&Cs four Care Homes are the right size and character for “In not Out” as this approach is better delivered in smaller homes. The location and style of the homes fits the strategic objectives of delivering quality and for residents to be citizens in their community. However, the homes (with the exception of Rathmore) need renovation to achieve the elegance and comfort required.

The homes will offer a service which will be a fusion of Country House Hotel, Gentlemen’s Club and Beloved Home; bringing quality together with individual freedoms. The care home environment, where some 30 individuals live together is unlike most people’s domestic situation. Models trying to emulate a domestic environment fail. The “Country Club” model brings the service elements together and gives us an understandable platform from which to deliver our care.

The provision of care to people who are living with dementia and those who are frail is a challenge for the home environment. The home layout and design will be assessed with the right level of expertise and suitably modified.

The communal spaces within the homes will need special consideration to ensure they deliver the **Out Not In** experience, allowing the community to visit with ease and convenience.

Rathmore and Homestead offer poor economies of scale. This is offset at Rathmore due to a higher fee being charged. However, Homestead needs investment to enable this. Both Homes have a design that requires high staff numbers to relatively small numbers of residents. We need to optimise the home environment to provide maximum efficiency whilst delivering **Out Not In** principles.

The environment is a health enhancer; an attractive and well-designed environment can encourage calm and improve wellbeing. A well-planned environment with ease of access can improve efficiencies. A Fit Future’s ‘Homes for Health & Happiness’ chapter sets that we will have homes that

- Are efficient, rational, make sense to people and can be easily adapted for need or aspiration
- Can flex to meet each person's own unique interpretation of elegance, and
- Communal space inspire community belonging

This vision supports the ***Out Not In*** strategy.

The care homes operate in a commercial environment and it is important that the environmental standards offered are good and maintained to support the quality of this service. It is important that this quality reflects the fees charged.

Next six months

- Each home building /environment to be reviewed against the ***Out Not In*** strategy with an action plan formed.
- Development of plans for refurbishment / enhancement of Cecil Court, Homemead and Compton Lodge, including maximisation of space to increase potential occupancy and improving the aesthetic and beauty of the home environment
- Improve access and mobility around the homes especially for wheelchair users
- Developmental opportunities to be considered include Homemead's potential to be integrated with the adjacent Coleville Court Sheltered Housing Scheme
- The potential to offer an ***Out Not In*** registered residential care facility at Dora House to be fully scoped
- A plan for asset management, repairs and day to day property support to be developed for the homes

18 Months to 3 years aspirations

- Renovations to have been completed with all homes to offer a suitable environment.
- Maintenance plans are in place to ensure services are well managed
- All homes to have viable occupancy
- Homemead integrated with Coleville Court
- Dora House ***Out Not In*** residential care is delivered
- Other areas of ***Out Not In*** growth have been investigated and where appropriate and viable, have been planned / delivered

Technology

Increasingly we look to technology to support innovation and new ways of working to improve efficiencies and deliver better outcomes. C&C has always embraced new and innovative assistive technologies and these are used widely within the homes. We will continue this journey with ***Out Not In*** as we look to support individuals with greater needs and challenges.

The individual focus of **Out Not In** will require us to pursue technologies that support individuals as well as provide 'smart homes'. **Out Not In** is about innovation and finding new and better solutions to old problems. We will actively use technology to help provide better packages of care and we will proactively test innovative solutions to ensure that C&C leads innovation and remains current in its approach.

In A Fit Future 'we support a healthy active life in our connected, supportive community'. We state we will use technology to improve life quality and health outcomes' and this is central to **Out Not In**.

Delivery Plans

C&Cs 'Innovation & Technology Strategy' is being implemented at the same time as **Out Not In** and there are many parallels with plans to use technology for:

- Electronic care planning and record keeping
- Smart home technologies that enable residents to maintain control
- Technology developments that support an enhanced 'lived experience'
- Technologies that enable residents to maintain contact with their friends, families and communities

This is all consistent with delivery the **Out Not In** principles

Associations, partnerships and collaborations

Out Not In takes the care homes to a different level, they become leaders of excellence in care. This involves innovation and expertise. To this end the Homes will need to become more engaged in the caring community and we will need to form more associations with other professional bodies and experts.

Cecil Court already operate in association with Dr Lawrence and the 'My Life' project, film and research was the result of a successful collaboration between the home and an innovative and engaged professional. Rathmore and Compton Lodge have an association with the geriatricians at the Royal Free Hospital who regularly attend both homes. Our associations with professionals will increase and become a more integral part of the service.

We will need to seek expert support to develop our **Out Not In** strategy and to help us drive excellence in our care practice. Clinical Expertise and guidance will become more necessary as we move to areas of speciality. We will actively commission professional assessment and advice.

Effective audit of service delivery needs to be developed to fully scrutinise practice including the way we manage risk factors, duty of care responsibilities and clarity of roles and responses.

We will need specialist dementia advice from leading class practitioners and will align our service with Social Care Institute for Excellence (SCIE) for clinical information and training

Our Fit Future 3 Year Plan states we will ‘develop our partnerships with Local Authorities, CCGs, Health & Wellbeing Boards, hospitals, GPs and voluntary groups’. We will develop existing and seek new partnerships and collaborations and work with the local community to bring a significant and valuable resource to our homes

Next six months

- An audit team will be commissioned to include a range of different specialists to review each home on a regular basis and independently audit the delivery of **Out Not In**
- We will develop relationships with specialist accessibility, architectural and interior design consultants to ensure full and maximum use of each home
- We will engage with teams of specialist Psychology, Geriatric and Occupational Therapy consultants to support residents to maximise their life potential and develop ways to engage professionals in the delivery of our **Out Not In** principles
- We will actively seek to reduce the number of falls in each home

18 Months to 3 years

- We will be able to draw on a full portfolio of associates to support our service
- All homes Good or above CQC rating
- C&C has a national presence presenting at 3 national conferences, with 5 published papers in trade journals.

Economic

Out Not In takes the care homes to a different level where they become leaders of excellence in care. This is an emerging ambition which will produce incremental changes to the service offered. There will be a change to the resource required to deliver this ambition and this will require an uplift in fees charged. These stages will be identified in the strategy implementation plan.

Once the homes are delivering the **Out Not In** principles in a consistent way, it is expected that the fees charged would be at the upper price band for bespoke residential care. We estimate the top band is in some cases 50% greater than the currently fee levels, for example, a home currently charging £1,200 per week would be charging £1,800 after the full implementation of the strategy.

It is important that these incremental changes are well managed and that material changes to the service provision are well signposted. We will ensure that we have a plan in place for existing residents so that they are not adversely disadvantaged if they are unable to pay the incremental uplifts.

We need to understand the elasticity of the care market in which we operate and achieve the correctly positioned service with the correct price point.

In the future, we will offer a menu of service options to allow each resident to purchase the things they choose. It is important to understand cost behaviours and ensure the true cost of activities is recaptured. It is also important that the baseline fee is sufficient to offer an excellent level of service that meets the residents’ needs. We need a

mechanism to adjust fees when there is a material change in residents' care dependency or other changes of significance.

The fee-paying process and relationship needs revision and appropriate fee paying management system introduced. The payment of fees will in future be made in advance. A financial planning and assessment tool will be used to ensure the placement is appropriate and affordable for the individual. We need to work with families and third parties when top-up funding is needed. A new licence agreement will be required to facilitate this.

We will develop relationships with charitable trusts and look to set up our own trust fund so that we can support residents who have run out of funds.

We should also look to attract suitable patrons to help us on this journey to excellence in care and help C&C with its public identity.

Next six months

- Communicate ***Out Not In*** with an official launch of new strategy which will be further shaped by stakeholder discussions.
- We will develop a proposal for a specific care trust fund
- Potential patrons to be identified and strategy proposed
- New licence agreement to be developed
- All fees to be paid in advance
- Menu of services and associated costs to be introduced
- Income recovery process to be reviewed

18 Months to 3 years

- Each home to have two patrons
- Charitable trust fund of one million pounds developed to support residents in particular need and those who have exhausted their funds
- Arrears figure in homes to be negligible
- All care home services costs to be recovered
- All homes to produce a surplus of £ 0.8m

Next Steps

Out Not In will lead C&C to be the provider of excellence in dementia care. It will allow C&C's offer to be exceptional and individual.

Out Not In will lead to a completely different care environment and a different way of working. This will develop overtime by the care homes. The strategy communicates the route of how this will be achieved.

So, it starts now, as soon as the strategy is agreed and endorsed and each home has developed its own implementation plan to take this forward.

We know how to provide good person-centred care. ***Out Not In*** presents a route to take these services to and make them excellent.

As we communicate the strategy people become involved and this involvement generates ideas which further develop and build the strategy and our thoughts on what can be achieved. This involvement of others on our journey is what makes the strategy emergent.

The concepts behind ***Out Not In*** are straightforward and use universal truths without jargon. This makes it easy for people to understand. The communication of the strategy and the engagement of stakeholder groups is the first step of the implementation.

Out Not In gives a positive proactive message and so wins attention and commitment. It is not a grand scheme strategy but rather a grand idea that can develop with the people that it intends to serve. This is a positive message and great concept and will be communicated loudly and with passion and pride.