



Quality Improvement and Development Plan

Birdston Care Home

2024/2025

Birdston Care Home based in East Dunbartonshire, on the outskirts of Glasgow, supports up to 60 residents across 2 units, North and South which are divided up into 5 separate areas, Jura, Barra, Iona, Lewis, and Harris. Together with over 100 dedicated staff we aim to provide the highest quality of care within the Care Home sector.

In December 2023 Care Inspectorate (CI) undertook their annual unannounced inspection which showed we were providing a good service consistently, and the report (published in January 2024) highlighted and outlined the very good work, support, and care delivered to our residents, their families, and our staff.

The CI reflected on many areas of significant strength and since then, we have continued to work towards implementing further change and improvements so that our residents continue to experience excellent care.

We are now looking at our longer-term ambitions as part of our quality improvement journey to remain an excellent Care Home provider, recognised for the care we provide and the staff we develop.

Excellent Care, Every Time

Our Quality Improvement and Development Plan (QIDP) reflects a renewed focus and continues to place the resident at the centre of everything we do. Our ambition is to provide *Excellent Care, Every Time* for every single one of our residents.

Excellent Care, Every Time means; Every resident receives safe and excellent care. We want our residents and their families to always experience the very best of care and for our staff to continue saying, "I'm proud to work at Birdston Care Home".

We want our staff, whatever their role or position to shine and contribute to our future and our resident's care.

Our 2024/25 Quality Improvement and Development Plan is the start of a 12-month journey towards improved excellent care. By delivering it, we will equip our staff with a framework, methodology and passion for improving resident safety and quality of care. We will ensure that we continue to embed a culture of excellence and always continue to look at how we can improve. The plan demonstrates a deep-rooted desire running throughout Pacific Care to

always find ways to make things better and more meaningful for our residents.

We will ensure that as a home we make the best use of this commitment and that we remain enthusiastic and passionate about quality improvement throughout the delivery of the plan and into the future.

We want to demonstrate that we offer the highest standards of clinical care, psychological, and social support to our residents and their families, loved ones and friends. We will commit to remaining true to our values to provide excellence in the home, and that our staff will drive our Quality Improvement and Development Plan forward.

The improvements we want to make and are making, set out in this document, will be embedded into the culture of the home, and will help us build the capacity and capability to improve into the future.

Our Quality Improvement and Development Plan covers everything from dementia care, end of life care, meaningful connections and activities, improved resident experiences, staff development, infection prevention and control, as well as being more responsive to the feedback of our residents, families, health professionals and our own staff - all with the aim of providing *Excellent Care, Every Time*.

The following pages provide an overview of the Quality Improvement and Development Plan. They describe the background to the plan and how it has evolved over the past year, and how we intend to continue our improvements beyond 2024.

The document will describe how, by bringing together people who have different perspectives on what is needed to improve our residents and our staff's experiences, we have developed a plan and approach to quality improvement.

The various elements of each area of improvement and development are summarised with their key metrics for success used to monitor and track progress.

We are determined to deliver this plan, but we recognise and know we can't do this alone. One way in which we do this is by sending out annual surveys to our residents, their families, external health and social care professionals, and our staff to receive and welcome comments, observations, thoughts, and

ideas to help us to make improvements, all supported by a co-production approach. We value the support of our stakeholders, our partner organisations and, critically, our staff and residents as we work together to deliver the highest quality of care.

This plan demonstrates our commitment and ambition to provide *Excellent Care, Every Time*.

Who is responsible for delivering our Quality Improvement and Development Plan?

The Pacific Care leadership team and home manager acknowledged the findings of our most recent CI inspection, and whilst these highlighted significant strengths in how we support our resident's well-being, our leadership, and how well our care and support is planned, we remain committed to building on these to deliver a service that will provide *Excellent Care, Every Time*, remaining a leader in the sector.

The areas of improvement and development we have focused on, delivered, and continue to deliver, fall into the following key areas, and are directly aligned to the Care Inspectorate's key quality indicators.

- How well do we support people's well-being?
- How good is our leadership?
- How good is our staff team?
- How good is our setting?
- How well is our care and support planned?

Birdston Care Home is led by the Home Manager, **Pauline McCrae**, supported by her deputy and staff. The home also benefits from regular support from the Quality Improvement Manager, Clinical Director, HR, Finance, and the Operations Manager.

The Home Manager is responsible for implementing the actions and delivering the proposed outcomes in this document. The Clinical Director and Quality Improvement Manager (along with the Home Manager) provide leadership and direction for the Quality Improvement and Development Plan.

Individual improvement projects and programmes will be developed and led by our staff - clinical, operational and support services, working together to ensure we provide high-quality care and resident experience.

The home also works closely with NHS Greater Glasgow and Clyde Care Home Collaborative Improvement team on a number of projects, supporting the home with the delivery of its Quality Improvement and Development Plan.

Background to the Quality Improvement and Development Plan

Pacific Care Ltd is a family-owned Care Home provider and has been supporting the care of residents for over 25 years. Its values are founded on the belief that every resident should receive *Excellent Care, Every Time*.

To help achieve this, we aim to move forward, building, and growing year by year through co-production with our residents, families, and staff, supported by the regulation and improvement work of the Care Inspectorate, and partnership with East Dunbartonshire HSCP to deliver the very best of care.

Birdston Care Home was given the rating of 'Good' (Graded 4 out of 6) in December 2023 by the Care Inspectorate (CI).

It highlighted the following key messages:

There was positive and negative feedback from relatives regarding care experienced by people.

- *People were happy with their care and support and a few people told us what improvements they would like to see.*
- *To improve people's health and wellbeing, the service needs to implement an activity schedule that provides meaningful activities on an individual or group basis.*
- *People's inventories needed to be reviewed to ensure they were accurate and correct to ensure their personal belongings were kept safe.*
- *Team meetings and observations of practice needed to improve to ensure that people were being supported by a competent and well-trained workforce.*
- *To support people who had cognitive or sight impairments, the service needs to make improvements within the environment to aid navigation and inform people of the day, date, and time.*

Following the inspection, we immediately began to focus on what we needed to do to improve ourselves further and maintain a leading presence in the provision of care within the Care Home environment.

Our Quality Improvement and Development Plan is not just a response to the ongoing regulatory function of the Care Inspectorate’s (CI) inspections. It is a real desire to build, grow, achieve, and deliver excellent care and experiences for our residents. This includes the actions that we believe are necessary to provide our residents we care for with safe, effective, compassionate, and meaningful, high-quality care.

We have put safety and quality at the heart of everything we do. We are strengthening our response to risk, reducing harm, and implementing reliable systems to support our staff to provide safe and effective care. We will involve residents in the design and delivery of our care so that we better understand what matters to them.



To offer confidence to our stakeholders, staff, and residents that we are making continued improvements, the Quality Improvement and Development Plan is underpinned by improvement milestones and metrics to ensure that we can effectively track our progress and be transparent through our own personal accountability.

The delivery of our Quality Improvement and Development Plan will build on our recent CI inspection reports from October 2022 and November 2023 to ensure our actions will continue to lead to measurable improvements in the quality, safety, and meaningful experiences of care for our residents.

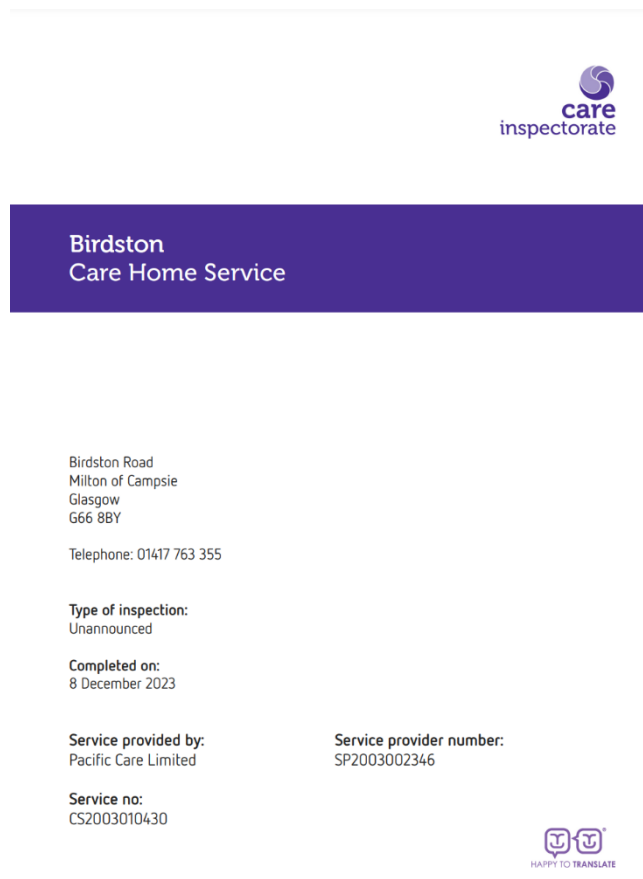
Care Inspectorate 2023 Report

The 2023 Care Inspectorate grading for Birdston Care Home is shown in Figure 1.

The full CI report can be found on the CI website.

<https://www.careinspectorate.com/index.php/care-services?detail=CS2003010430>

Figure 1



How well do we support people's wellbeing?	4 - Good
1.1 People experience compassion, dignity, and respect	5 - Very Good
1.2 People get the most out of life	4 - Good
1.3 People's health and wellbeing benefits from their care and support	4 - Good
How good is our leadership?	5 - Very Good
2.2 Quality assurance and improvement is led well	5 - Very Good

What have we done to support the development of the Quality Improvement and Development Plan

Our Quality Improvement and Development Plan is a key driver for change. Throughout the year we will regularly revisit, update, and amend our Quality Improvement and Development Plan supported through internal programmes, committees, meetings, external guidance, and collaboration with our stakeholders.

Examples of some of the ways in which we have and do this, are summarised below.

- Refreshed our 'internal' unannounced Quality Assurance Audits in line with the Care Inspectorate's Core Assurances and Key Quality indicators.
- Updated our internal Infection Prevention and Control Assurance and Accountability Framework.
- Continuous update of our internal Risk Assessment and Safe System of Work; Respiratory and Non-respiratory Infections in Health and Social Care – Care Homes.
- Promote external collaboration with East Dunbartonshire's HSCP Assurance Teams supporting an annual Quality Assurance visit to the home.
- Issue surveys to residents, families, external health and social care professionals and staff to collate feedback about our performance and their experience to inform what we are doing well and what we can do better.
- Grown our community connections enabling greater access to events internally and externally to help our residents feel part of the local community.
- Developed and commenced the implementation of our digital care strategy to promote and improve resident safety, improved care outcomes and more meaningful experiences and connections.
- Improved our social media presence to promote the excellent care and wonderful experiences our residents enjoy, helping to break the myths and stereotypes which people continue to have of care homes.

What did we achieve in 2023/24

Birdston Care Home set out a number of aims and objectives for 2023/24, specifically to improve our ability to evidence the excellent care and support delivered by our staff, development of external partnership relationships to enhance our resident's care and well-being experience, and to improve our communication and engagement with our stakeholders.

A summary of the achievements although not exhaustive, for 2023/24 is illustrated below;

- Implementation of electronic medication records to improve our ability to track and monitor the safe administration of medicines in real time.
- Implementation of Digital Reception to improve data capturing.
- Introduction of Oomph on Demand, a digital based activities platform and leading provider of activities, wellness, content, and training designed to boost happiness and quality of life for care home residents and staff.
- Re-introduction of intergenerational community work between the home and local schools which see children actively participating in the support and engagement with our residents.
- Re-introduced links with West of Scotland University supporting student placements studying 'Higher Health and Social Care'.
- Significant improvements in our monthly newsletter correspondence and social media presence keeping friends, families and carers updated in real time of the wonderful activities and engagement our residents experience.
- Adopted a 'community' experience approach for our family and carer meetings. This has helped to capture greater understanding and feedback of their experiences of care home life.
- Improved choice of activities which has enhanced the well-being of residents. Meaningful records now being captured to help evidence improvements or decline.

What areas will we be focusing on over the next 12 months?

The Quality Improvement and Development Plan 2024/25 overpage provides the reader with a detailed overview of the agreed improvement areas and actions Birdston Care Home will be working towards achieving. This is a dynamic and fluid plan and will change as we meet our aims and as we recognise and acknowledge new areas of improvement.

The plan represents a real time commitment to all of our stakeholders that we are aspiring to *Excellent Care, every Time*.

We will update the plan for the reader every 3 months so that we keep you updated with our progress. We would also encourage any other suggestions or observations from you at any time towards our improvement plan.

Key to the success of our Quality Improvement and Development Plan is framing it around the Care Inspectorate's (CI) own Quality Improvement Framework and Core Assurance Checklist.

The quality framework (Figure 2) helps to guide and provide a clear pathway for the home manager and their staff to self-evaluate, progress, and deliver the required areas of improvement identified in the plan.

The core assurances help us to remain focused on the areas that are important to our resident's safety and wellbeing. Meetings these will ensure they are kept safe and protected from harm, whilst meetings our legal obligations in line with our conditions of registration.

Figure 2

Key question 1: How well do we support people's wellbeing?	Key question 2: How good is our leadership?	Key question 3: How good is our staff team?	Key question 4: How good is our setting?	Key question 5: How well is our care and support planned?
1.1. People experience compassion, dignity and respect	2.1. Vision and Values positively inform practice	3.1. Staff have been recruited well	4.1. People experience high quality facilities	5.1. Assessment and personal planning reflects people's outcomes and wishes
1.2. People get the most out of life	2.2. Quality assurance and improvement is led well	3.2. Staff have the right knowledge, competence and development to care for and support people	4.2. The setting promotes people's independence	5.2. Carers, friends and family members are encouraged to be involved
1.3. People's health and wellbeing benefits from their care and support	2.3. Leaders collaborate to support people	3.3. Staffing arrangements are right and staff work well together	4.3. People can be connected to and involved in the wider community	
1.4. People experience meaningful contact that meets their outcomes, needs, and wishes	2.4. Staff are led well			
1.5. People's health and wellbeing benefits from safe infection prevention and control practices and procedures				
Key question 6: What is the overall capacity for improvement?				

Quality Improvement and Development Plan 2024/25

Outcome What do we want to achieve?	Actions How are we going to do it?	Timeframe When do we want this to be completed or next reviewed?	Person responsible Who is doing each action or responsible for ensuring it gets completed?	Where are we now? What have we achieved, and what has prevented us from doing what we wanted?
Consolidate use of med e care system to ensure robust management of medications	Ongoing audit and monitoring processed	To be reviewed monthly	HM/DM/Team Leaders	Med e care system is fully operational, with ongoing monitoring from QAM/HM/DM. Medication audits are carried out on a monthly basis, and any issues that arise
Improve recording of information relating to care delivery, care planning and monitoring of outcomes	Implementation of electronic care planning system - PCS system	December '24	HM/DM/Team Leads to oversee	<p>March '24</p> <ul style="list-style-type: none"> - technical check completed. - maintenance training completed - management of staff and service users training completed - use of monitors and handheld device training completed <p>April '24</p> <ul style="list-style-type: none"> - care planning using PCS training completed. - meeting to discuss completion of documentation. Specific residents allocated to each nurse/SCA. Checklist and action plans being reviewed by DM <p>June '24</p> <p>All residents have fully completed profile page and risk assessments also.</p> <p>July '24</p> <p>Current assessments completed for all residents</p> <p>Sept '24</p> <p>Care plans in place for all residents</p> <p>Oct '24</p> <p>care plans development continues</p> <p>Nov '24</p> <p>care plan 'resident of the day' continues, and now also adding in monthly pain assessments and medication reviews</p>

To improve resident interaction, and recording of same	Implementation of online activity Platform Oomph	3 months	HM/DM/Activity Co-ordinators	<p>Nov '23 Oomph account is live</p> <p>Dec '23 Residents added to system</p> <p>Feb '24 Further training requested</p> <p>Apr '24 information from Oomph pulling through to PCS</p> <p>Aug '24 issues with data not syncing- CD has raised with technical depts</p> <p>Sept '24 update re system errors, data should now commence pulling through.</p> <p>Oct '24 - pictures to be uploaded for remaining residents - Historical Oomph data being pulled through to mCare. The team are now actively and manually correcting this though may take 1 -2 months to complete.</p> <p>Dec '24 Catch up with activity staff and CD for further input and consolidation of learning.</p>
Online recording of housekeeping and maintenance jobs to improve and streamline record keeping	Implementation of Centrim app	1 month	HM/DM/Maintenance/HK	<p>Apr '24 - devices set up - noted to have another care facility's info on handset - handsets reset</p> <p>May '24 Went live, system launched</p>
Increase physical activity for residents to improve stamina and co-ordination	Implementation of daily exercise groups both seated and standing	1 month	Activity staff/ Nursing/Care staff	<p>Feb '24 daily exercise groups implemented Tai chi, walking exercises, strength and core exercises, balance and coordination exercises</p> <p>Sept '24 Daily provision continues to focus on movement for residents each morning</p> <p>Dec '24 Aim to introduce 'Strength and Balance Project' which has been used at</p>

				Mosswood. Following an analysis this will be introduced early next year. Information on the project will be published in our newsletter.
Development of reminiscence room	Reminiscence items to be sourced and period décor to be purchased	6 months	Activity staff	<p>Aug '24 - reminiscence items purchased</p> <p>Nov '24 - information to be provided to the marketing exec to include in the next Newsletter - meeting with activity staff for update on progress</p> <p>Dec '24 - discussion to develop small unused kitchen/diner in south as 50s retro diner/reminiscence room</p>
Improve orientation of home for residents	Wall murals to be sourced and purchased	6 months	MD/CD	<p>Aug '24 New graphics received</p> <p>Nov '24 Awaiting alternative designs</p> <p>Dec '24 Graphics/designs agreed, and work will commence in the New Year</p>
Improve dementia signage	Dementia friendly toilet signage to be ordered	1 month	CD	<p>Nov '24 - signage ordered and due to arrive within 2 weeks.</p>
Improve our ability to recognise pain in residents with cognitive disfunction	Implement a new electronic, AI based, evidence-based assessment tool – PainChek.	3 months	Home Manager	<p>Aug '24 On-boarding Form completed</p> <p>Sept '24 Staff training delivered by PainChek training team</p> <p>Oct '24 - PainChek went live and assessments commenced as per training team advice/guidance</p> <p>Nov '24 - Staff meet with PainChek trainer to review progress and provide additional support for staff undertaking assessments</p>