

## Norfolk & Waveney Teaching & Learning Care Home Programme

The Norfolk and Waveney (N&W) Teaching and Learning Care Home (TLCH) programme was commissioned by the former Norfolk and Waveney CCG in 2021 to be run across five Care Homes with Nursing Beds – the programme which commenced in February 2022 is running for 18 months and is based on the Teaching Care Home Programme<sup>1</sup>. The TLCH programme is being jointly delivered and evaluated by the Norfolk Initiative for Coastal and Rural Health Equalities (NICHE) at the University of East Anglia and the Foundation of Nursing Studies.

The focus of the TLCH programme is on facilitating the development of effective, person-centred cultures of care in which people and practice can grow, develop and thrive. The programme aims to deliver and evaluate the TLCH programme across the N&W Integrated Care System (ICS) by developing a geographically spread/Network in which participating Care Homes develop and grow as 'Centres of Excellence' that:

1. Improve the experience and outcomes of people who use services by delivering integrated approaches to care leading to better outcomes and preventative care.
2. Demonstrate an ongoing commitment to person-centred care and ways of working experienced by all who live, die, visit and work in the home.
3. Have clinical leaders who are reflective and enabling, working with others to facilitate practice change, development and transformation, acting as credible clinical 'champions' across health and social care.
4. Are centres of clinical excellence for skilled nursing and therapeutic care, learning, practice development and research, actively engaging with staff, students, residents and community.
5. Forge strong collaborative opportunities to build-upon and lead innovation in the sector and across the local Integrated Health and Social Care System.
6. Link development to locally agreed Quality Key Performance Indicators and Regulatory requirements.
7. Work within and across the ICS, acting as a resource for other Care Homes as system wide leaders.
8. Strengthen links with education providers enhancing opportunities for interprofessional learning and practice-centred research.
9. Are active participants in both local and national Communities of Practice that enables continuous development and transformation towards the development of person-centred cultures of care.
10. Inspire and lead on skilled nursing and therapeutic care in and across the sector.

The Programme is structured around the Teaching Care Home Model (attached). Five Care Homes were recruited to the TLCH programme at the outset, three now remain part of the programme:

- Hassingham House Care Centre, Hingham, Norwich
- Holmwood House, Swaffham

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<sup>1</sup> Foundation of Nursing Studies, Teaching Care Homes, <https://www.fons.org/programmes/teaching-care-homes>

- Oakwood House, Norwich

The TLCH programme has been delivered via on line and in person workshops. Each of the participating Care Homes has identified a work-based project to focus on which was chosen by the Care Home that:

- Is a local priority area for development – one participating home is focussing on falls prevention and management and two on end-of-life care.
- Involves active collaboration and joint working from across the ICS.
- Focuses on improving outcomes for residents and their families and staff experience.
- Provides learning and development opportunities across the ICS.

### **Reflections on learning – Sandra Hudson, Deputy Manager, Oakwood House**

Being part of the TLCH programme has given us the opportunity to look at what we hope to achieve as a Team to improve the End-of-Life Care experience for our residents and their family members and the Team. For the whole Team approach, not just care givers to recognise we all have 'value' in our Resident's journey. A chance conversation can be the most important one to supporting the 'whole person', for a positive experience and outcomes.

Key for us was making the outcome from the TLCH programme our own and that material we needed to follow and actions we needed to complete would come from ourselves in developing and learning as we progressed between each Workshop with the facilitators and other participants. The subject we chose, we now realise is huge and it evolves as we go along. We have made positive links with other healthcare professional and external agencies and felt the worth of shared experiences when we have met for the TLCH Workshops. The communications with other healthcare professionals and the acute hospital has seen us work collaboratively following an invitation to visit and to gain a greater understanding of discharge pathways. We had the opportunity to discuss improvements for the future to promote smooth Hospital to Care Home discharges and to prevent unnecessary admissions or readmissions.

As a team we have developed individually and collectively, to create a culture of learning and development. Many Team members have attended training sessions and we have introduced team mentors to 'buddy' with new staff to complete their Induction period. TLCH is an agenda item for team meetings. There is an extensive list of what we have achieved since commencing the programme for the benefit of the Residents and Staff wellbeing: falls champions, oral hygiene champion – who has rolled out training to all care staff in the use of suction toothbrush, stress awareness, palliative and bereavement training, L3 Training award, Chef training at City College, Senior development, and Care Plan Training. Education boards in the Home for the TLCH programme and falls prevention, oral hygiene and the latest which is taking shape one to sign post to support networks and End of life Care Planning ("living well until we die"). We entered a TLCH Poster for the ICS Research and Evaluation Conference; published a blog and entered the Norfolk Care Awards, with 3 Highly commended and a First Prize for 'Nursing in Social Care' - *our Nursing Team is all new to the Care Home environment so to win the category at the Norfolk Care awards was a great achievement and testament to the Team*. We also hosted the Chief Nurse for Adult Social Care for England who visited all 3 Homes that are part of the TLCH programme. We also had our CQC inspection (the first since the Proprietor purchased the Home), we gained Overall 'Good' in all areas.

There have been both positives and negatives for staff retention, on the whole positives as we have recruited to all vacant hours, as word of mouth has travelled to advise we positively embrace learning and development for staff and in turn the best care for the Residents. Where we have seen

staff develop some have now found the confidence to spread their wings further, moving on to Nurse dentistry and NHS positions.

As we approach the evaluation of the TLCH programme, looking at where we started and the daunting time of Covid and team meetings to the positive progression with face-to-face meetings and sharing of the experience, we are still adding to our TLCH Action Plan, the Programme end wont be the end of our journey, it's onto the next chapter and looking to develop into a centre of excellence for End-of-Life Care. As the Chief Nurse Deborah Sturdy said when she visited "you sound like you have so much more you want to achieve".

We have also welcomed a new Manager to our Team, who has been keen to learn about the Team focus to improve quality Care outcomes. Unexpected outcomes have been that the project has taken on a life of its own, with staff seeking feedback and being responsive to current needs; asking if they can be champions and attending training of interest. Opportunities to be part of embedded research and evaluation scholarships are in the pipeline.

### **TLCH Programme Successes:**

The three remaining Care Homes have become invigorated by the programme, they are:

1. Demonstrating learning and development within their teams and wider home.
2. Reaching out to system partners to engage with their work-based projects ie falls and of life care specialists.
3. Focussing on other areas of clinical and workplace development ie leadership, Menopause Support, Unconscious Bias in care.
4. Seeking out opportunities to accommodate undergraduate students from UEA as part of training and learning opportunities.
5. One participating Care Home won the first prize for their work based TLCH Project Poster at the Norfolk and Waveney ICS Quality and Research Conference, the same home also a won a 'Highly Commended' at the Norfolk Care Awards. Another Home one the First Prize at the Norfolk Care Awards for 'Nursing in Social Care' – nether homes had entered/ participated previously.
6. One of the participating Care Homes has had their first TLCH Blog published on a National Website.
7. Sharing learning within and across their employing Organisations.

Over the coming months we will be working collaboratively in evaluating the programme with completion due in September 2023 drawing on the practice development principle of Collaboration, Inclusion and Participation.<sup>2</sup>

Dr Jonathan Webster, Professor of Practice Development, NICHE, University of East Anglia.  
Sandra Hudson, RN/ Deputy Home Manager, Oakwood House, Norwich.

17<sup>th</sup> May 2023

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<sup>2</sup> Manley K, Wilson V, Oye C, 2021, Transforming Health and Social Care Using Practice Development in International Practice Development in Health and Social Care eds. Manley, Wilson, Oye, Wiley Blackwell; Chichester, England

