

Community Resource Centre: Charlton House Timeline

Date	Issues	Actions	Comments
Sept 2019	Sirona gives notice on CRC contract	Decision to return the service to be run by the Council	Since taking the service back in house B&NES has: <ul style="list-style-type: none"> - Increased pay of staff working in the service - Invested in training - Invested in equipment to support care
March 2020	COVID lockdowns begin	Facilities remain open	Staff work continuously throughout the pandemic
1st Oct 2020	Service transfer	Service begins with B&NES Council	Workforce challenges continue i.e. recruitment and retention of skilled staff
Nov 2020 – April 2021	Changes in Senior Management	Review of team structure in CRCs	Change of management structure in the CRCs resulted in the appointment a new Head of Provider Services
April 2021	Review undertaken of the staff hours needed to meet residents needs	Additional investment in staffing establishment	Staffing establishment was increased across the service
March 2021 – Sept 2021	Health and Social Care system requests additional support to manage hospital pressures and a local community ward closes	10 beds were converted to discharge to assess beds to support RUH pressures Patients moved to Charlton House to support temporary ward closure in B&NEs	Additional pressures are placed on the service through the conversion of beds for Hospital Discharge at Charlton House Service user needs became more complex and diverse with increased requirement for reablement but the wider system was unable to respond due to system staff shortages
Sept 2021 – Dec 2021	Significant changes to Senior Management of Charlton House	Registered Manager post combined with existing role within the service	Registered Manager leaves to take up a post in another CRC in B&NEs The decision to combine the Clinical Lead/Registered Manager post was in response to the legal requirement to have a Registered Manager

		<p>Unable to recruit new Registered Manager for Charlton House</p> <p>Unable to recruit Registered Nurses for Charlton House</p> <p>Head of Service leaves post</p>	<p>Interim Head of Service is appointed</p> <p>Lead Nurse post and 4 Nursing posts are filled by agency staff as unable to recruit</p>
Jan 2022 - Jan 2023	Workforce shortages and competitive job market exacerbate recruitment difficulties in CRCs	<p>The Council appoints a dedicated HR Recruitment Business Partner to focus on Adult Social Care</p> <p>Interim Head of Service is made a permanent employee</p> <p>Assistant Director Operations starts in post</p>	<p>Job fairs and Proud to Care recruitment campaign continue with focused adverts on Indeed and welcome payments which have little impact on the recruitment issues</p> <p>After 6 months in an interim post the Head of Service is offered a permanent contract</p> <p>Assistant Director Operations is a new post within structure</p>
July 2022	CQC inspects CRCs including Charlton House	Action plans submitted to CQC	<p>Charlton House rated 'Requires Improvement', with 'Good' in domain of Caring</p> <p>5 Extra Care services receive CQC 'Good' in all areas</p> <p>Coombe Lea & Cleeve Court received monitoring reports and feedback reports from CQC</p>
Oct 2022	Deputy Manager at Charlton House raises a number of safeguarding concerns	Assistant Director Operations requests Head of Safeguarding to review all the safeguarding concerns to determine whether the service meets the threshold for a Large-Scale Enquiry	<p>The Large Scale Enquiry was established on the request of the Assistant Director of Operations due to the level of safeguarding concerns and the outstanding CQC actions</p> <p>Large Scale Enquiry commences with the Head of Safeguarding reporting the progress directly to the DASS</p>

31 st Oct 2022	CQC undertakes a focused inspection of Charlton House	Assistant Director Operations reviews inspection report Comprehensive action plan shared with CQC	The Council makes available additional dedicated resources from property services, Health Safety and Wellbeing, HR and Organisational Development, funding for care planning systems, policies and procedure and independent assurance audits Meetings take place with staff and relatives to ensure they are aware of the implications of the CQC inspection outcomes and improvements needed Action plan forwarded to CQC 3 rd Nov 2022 The Improvement Board is formed chaired by the DASS with clinical input from the ICS and representation from wider corporate functions who have designated leads for specific activity in the improvement plan
Nov 2022 - Dec 2022	DASS approves temporary closure of 1 floor (15 Beds) at Charlton House	Assistant Director Operations informs commissioners of decision to close 10 D2A beds and 5 permanent beds	CQC notified of temporary closure of beds as of 10 th Dec 2022
20 th Dec 2022	CQC report published	Council provides further response to CQC	The Council provides assurance to CQC that the urgent actions have been responded to Assistant Director Operations and Head of Service commence weekly meetings with CQC to provide updates Action plans are submitted every 3 weeks