



Care Consultancy Ltd

ABOUT US

We work with small and large organisations

BKR Care Consultancy (BKRCC), founded in January 2011, assists providers when working with their commissioning and regulatory authorities.

BKRCC has worked successfully with a wide range of care providers, from individual homeowners to charities, large corporate providers and consultancy services to solicitors working in the care sector. We also provide crisis management services to homes awaiting the appointment of a permanent manager.

We work with external agencies

We have also provided professional services to agencies not directly involved in care provision. For more information, visit our testimonial page.

BKRCC is keen to develop close links to provider representative groups and at present has close links with East Midland Care and West Midland Care Associations.

We bring a wealth of experience to your organisation

At BKRCC we are accustomed to working to short timescales when resolving complex issues and all of our consultants have been previously registered with CQC

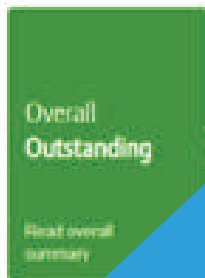
Our Managing Director has over 22 years of experience working for the CQC and its predecessors in the field of regulation, both as an inspector and as a senior manager. As a senior manager, she specialised in working with large corporate health and social care providers in developing standards of quality and safety in care. She is currently an executive board member of Research into Elderly Specialist Care (RESEC) based at Templeton Green College, Oxford.

At BKRCC we recognise the changing challenges faced by providers as a consequence of a dynamic regulatory environment. Our services are specifically designed to enable providers to respond quickly and effectively to those challenges and to reduce the risk of non-compliance.



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MEET OUR EXPERT TEAM



Bhavna Keane-Rao

Managing Director

Bhavna brings over 30 years of regulatory experience in the Health and Social Care sector to BKRCC. In addition, her previous position as a senior manager with the CQC has provided her with a deep understanding of the current regulatory environment. BKRCC was founded with the goal of ensuring that all agencies active in the care industry are supported to provide the highest quality care.

Dr. Michael Keane

Operations Director

Michael brings over 30 years of experience in process design and management with a strong background in governance, quality assurance and education. He oversees the day to day operations at BKRCC.



Charlie Jones

Chief Operating Officer

With over 20 years nursing experience in a variety of care environments Charlie oversees many of the projects undertaken by BKRCC. As part of this role she manages the day to day operations of the 30 consultants who are involved in our varied projects. In addition, her experience in clinical management, as well as tribunal and hearings, enhance the services provided by BKRCC.



Ashley Brooks

Care Services Lead

Ashley has over 20 years nursing experience, 15 years of these in a managerial role in the care sector. This experience allows her to manage and support care managers in both the improvement and future development of the services they provide.

Vanessa Padgett

Quality Assurance Lead

Vanessa has over 25 years nursing experience in the care sector and brings a variety of skills to BKRCC. Her management experience enables her to support staff, at all levels, to develop the necessary regulatory processes required to ensure high quality care.



Fiona Lawn

Governance Lead

Fiona has over 30 years nursing experience, 20 years of these in a managerial and mentoring role in the care sector. This experience allows her to support staff, at all levels, in developing their managerial skills ensuring they are equipped to maintain compliance.

Outstanding ☆
Outstanding ☆
Outstanding ☆
Outstanding ☆
Outstanding ☆

...s description of this service



OUR ACHIEVEMENTS

We are proud to be one of the leading care consultancy firm in the uk

Supported numerous services to outstanding (often from a starting point of Requires Improvement).

Halted multiple tribunal proceedings.

Over 30 specialist consultants.

Achieved Outstanding rating for a service in Administration.

Developed a new headquarters with a training facility for topics including governance, effective leadership and clinical leadership.

Participation in both domestic and international conferences and collaborations.

Supported service in relation to regulatory matters with the CQC (England), CIW (Wales) and CIS (Scotland).

Our greatest achievement, enabling thousands of residents to remain in their home.

OUR SERVICES

Crisis Management

Working with providers in maintaining compliance. Working with administrators and insolvency teams to help manage and guide you through a difficult time.

Quality Assurance

Working with services to ensure they provide high quality care. Supporting providers to maintain Good standards of care and work toward Outstanding

Mock Inspections

To assist services in preparing for regulatory inspection and ensure standards are maintained to a high standard.

Training & Development

Supporting both providers and staff in working to the highest standard whilst keeping up with regulatory changes.

Due Diligence

Working with various stakeholders, including banks, receivers and investors, in establishing the current operational status of care services.

Expert Witness/Investigations

Supporting services, and staff, in preparing for court and tribunal proceedings.

CRISIS MANAGEMENT

Businesses may experience a wide range of crisis where independent advice and support or guidance is required. Often the independency of such support also reduces the frequency of compliance monitoring visits by the Local Authority or CQC allowing the service the valuable time and focus it needs to recover compliance.

Some examples of crisis' that services may face:

- Sudden departure or absence of a key member of the Senior Management Team
- Absence / failure of Clinical Leadership / Governance
- Non-compliance with CQC / Local Authority or CCG Regulations or contracts
- Notice of Proposal or Notice of Decision responses and subsequent tribunal support
- Financial difficulties requiring a business restructure or review
- Multiple sites entering non-compliance stretching internal resources
- Large Scale Enquiries / Organisational Safeguarding Enquiries
- Untoward deaths

BKR Care Consultancy have extensive experience in supporting services through these difficult moments through provision of management support, business support and clinical guidance. Where there is non-compliance with statutory or contractual requirements, our consultants will support you at meetings with stakeholders such as CQC, commissioners and safeguarding and where required support you to develop and deliver a detailed action plan.

Administration / Insolvency

There are occasions where providers, or in some cases creditors, take the difficult decision to place a business into administration. BKR Care Consultancy can support Administrators and Insolvency Practitioners to operate the care side of the business and support in assessing the viability of the business. BKR Care Consultancy have a proven track record of increasing the sale value of services in administration by enhancing the care offering at the service. This often results in an improved rating being awarded by CQC / CIW / Care Inspectorate.

CASE STUDIES

Nursing / Residential Home

A 40 bedded Nursing Home operated by a large provider contacted BKR Care Consultancy following a poor CQC, Inadequate across all areas, and Local Authority inspections. Both CQC and the Local Authority identified failures in nursing skills / knowledge and a breakdown of the relationship between the Nurses and Carers. The CCG removed all nursing funded service users from the home. In the early stages of the project, a significant safeguarding was identified that had not been reported by the manager leading to their immediate suspension. The day to day management of the service was then undertaken by BKR Care Consultancy.

During our time with the service, we rebuilt the trust of the stakeholders by assessing each nurse independently and supporting their development whilst voluntarily suspending the nursing registration of the service. A Senior Carer Training program was introduced, led by the nursing team, to strengthen the care team as well as develop better working relationships between Carers and Nurses. The service had a further CQC inspection with an outcome of Good across all KLOE's.

A 35 bedded Residential Home was issued with a Notice of Proposal to cancel its registration with the CQC following significant concerns being identified at the most recent inspection. The crisis was complicated by the Registered Manager (who was also a director of the company) being suspended due to the concerns identified by CQC. It became apparent that this individual could not continue in role if the service was to successfully argue the Notice of Proposal. The initial responses made to the CQC were rejected and a Notice of Decision was issued. The service opted to challenge this and a First Tier Tribunal was therefore scheduled.

BKR Care Consultancy retrained staff in all areas of mandatory training and used shadowing on the working floor of the services to embed good practices. The service rebuilt good working relationships with the Local Authority, the CQC Inspector and those who used the service and their families. At the point of the tribunal, BKR Care Consultancy had arranged for all families to attend the tribunal and this encouraged the judge to instruct CQC to negotiate with our client. This CQC's case was withdrawn and agreed conditions of registration, proposed by BKR Care Consultancy, were adopted by CQC. The service was subsequently sold as a going concern.

A multisite Domiciliary Care Agency specialising in complex care contacted BKR Care Consultancy following a critical incident they believed would prompt CQC to inspect. BKR Care Consultancy undertook a mock inspection of the service and identified a number of concerns and developed a comprehensive action plan. CQC subsequently inspected the site identifying many of the same concerns and the service were able to demonstrate they were aware of the issues and had identified actions to address them.

BKR Care Consultancy continued to provide support to the services and mentoring to the managers over several months delivering on all elements of the action plan. The services were supported to develop and went on to achieve a CQC rating of Outstanding at their next inspection.

... our case was extremely high priority and we had less than 48 hours before our first meeting for which we needed a concrete plan. Without wasting any time, BKRCC were able to very quickly call upon a fantastic team of skilled consultants with varying but relevant experience to help us manage the challenge. The teams ability to grasp the gravity of the situation, the need to hit the ground running and produce results was exceptional. We were able to meet the short term and long term targets thanks to everyone hard work and dedication to the project. I would not hesitate for a moment to recommend BKR Care Consultancy to anyone.

Jabriel Raja, Director, Broadmead Resthouse Ltd

GP SERVICES

BKR Care Consultancy have supported GP services in crisis and those seeking to maintain a high standard of clinical care through Quality Assurance support.

With the current pressures on budgets and an increase in CQC enforcement action against NHS services, many GPs are finding themselves facing non-compliance. BKR Care Consultancy have a track record of successfully turning such practices around and securing their future.

Some examples of crisis' that practices may face:

- Sudden departure or absence of a key member of the Senior Management Team
- Absence / failure of Clinical Leadership / Governance
- Non-compliance with CQC NHS or CCG Regulations or contracts
- Notice of Proposal or Notice of Decision responses and subsequent tribunal support
- Multiple sites entering non-compliance stretching internal resources (Federation GP's)
- Large Scale Enquiries / Organisational Safeguarding Enquiries
- Untoward deaths

BKR Care Consultancy are able to support the practice to make robust plans to recover compliance and rebuild community and stakeholder trust in the practice. Our wealth of clinical and regulatory expertise ensures that the very highest of standards are achieved by the services we support.

Many practices are proactively seeking independent advice from external specialists to ensure they do not fall foul of CQC or contractual requirements. BKR Care Consultancy undertakes ongoing annual contracts with several GP practices delivering a range of services such as:

- Mock Inspections
- Training
- Practice Manager Mentoring
- Practice Nurse Supervision
- Support during CQC Inspection

Many practice nurses find that they have to seek external supervision and revalidation support in order to maintain their NMC registration as there is no lead nurse or they are the sole nurse at the practice. BKR Care Consultancy are ideally placed to be able to offer this service to the practices it supports.

CASE STUDIES

BKR Care Consultancy supported a digital GP service after it had experienced two negative CQC inspections. The service was noted to be unsafe and poorly led although the inspections had been carried out in the period in which such services were not rated outside of Safe or not Safe etc. The CMO of the service, who was also the Responsible Individual and Registered Manager registered with CQC resigned shortly after the inspection and BKR Care Consultancy were brought in to rectify the compliance issues and take the Responsible Individual post in the absence of any suitable internal candidate.

BKR Care Consultancy supported the new Registered Manager through their induction and developed new policies and procedures to the organisation. The consultants worked with the service to retrain its staff, including training on supporting a CQC inspection, as well as all areas of mandatory training. BKR Care Consultancy also supported the development of the long term strategy for the business to ensure new digital developments were in line with the organisational purpose and supported the delivery of safe patient care.

BKR Care Consultancy were approached by a solicitor seeking consultancy services for their client, an NHS GP, which had been served a Notice of Proposal to cancel its registration with the CQC. It also came to light that the NHS was investigating the Principle, and only permanent, GP at the practice with a view to potentially removing them from the NHS prescribers list.

BKR Care Consultancy undertook a mock inspection to identify all of the actions required at the practice. Having developed a comprehensive action plan, the service was supported to deliver all elements of the plan. A consultant also supported the Principle GP at meetings with the NHS ensuring that the Principle was able to reassure the NHS that all required actions were being completed. The CQC A Private GP Practice contacted BKR Care Consultancy after attending some training delivered by one of our consultants. The practice entered into an annual Quality Assurance contract with BKR Care Consultancy through which they had an annual mock inspection, regular training and support via telephone and email. In addition, BKR Care Consultancy were in attendance at their CQC inspection ensuring that the day ran smoothly and the service was able to present its strengths and demonstrate it was working towards resolving its weaknesses. This work ensure that the practice was able to expand safely and secured an overall Good rating at its CQC inspection.

ADMINISTRATION

There are occasions where providers, or in some cases creditors, take the difficult decision to place a business into administration. BKR Care Consultancy can support Administrators and Insolvency Practitioners to operate the care side of the business and support in assessing the viability of the business.

BKR Care Consultancy have a proven track record of increasing the sale value of services in administration by enhancing the care offering at the service. This often results in an improved rating being awarded by CQC / CIW / Care Inspectorate.

In isolated cases, a business assessment may show that there are revenue streams not yet 'tapped into' that provide an alternative future for the service. This may mean that the service itself avoids going into administration or, more commonly, ensures that as much capital as possible is regained from the service to protect the future of the businesses that were creditors of the service.

Working directly with Administrators and Insolvency Practitioners, BKR Care Consultancy have frequently been able to identify safe areas for cost cutting, supported the change management of streamlining the business and improve the services sale value of the business.

With hands on experience of managing such services, BKR Care Consultancy are able to secure the buy in of staff reducing staff turnover and recruiting successfully during such adverse periods of the services journey.

Where a service is deemed not to be financially viable, BKR Care Consultancy are able to assist with planning the safe closure of the service protecting the service users and the reputation of the Administrator.

"The services provided by BKRCC included, but were not limited to, care services requiring an interim management team as well as clinical/care oversight. The consultants provided by BKRCC are highly experienced allowing for continued operation of the administered service throughout the trading period whilst a sale of the Home was completed."

Steve Kenny, Associate Director, RSM Restructuring Advisory LLP

CASE STUDIES

A 34 bedded Nursing Home had been purchased four years earlier by a provider with two other services. The services within the group were located almost 200 miles apart and the provider spent little time at the services. All three services owned by the provider were in a poor state of repair when they were purchased and required significant investment, which the provider did not have the capital to make, in order to operate successfully. The situation worsened when the provider experienced a period of ill health resulting in their contracting another care consultancy to manage the services.

The provider returned to the services after several months and shortly after, CQC undertook an inspection of one of the locations. CQC took urgent action to remove service users with nursing needs from the home as a result of concerns identified during the inspection. The original consultancy was contacted who were unwilling to attend as it was after 5pm on a Friday. BKR Care Consultancy received a call from the provider at 5.30pm and made available the Managing Director and Clinical Director who travelled to the site negotiating with CQC en route. Once assured that clinical support was going to arrive imminently, CQC agreed to suspend further removals until BKR Care Consultants arrived on site. Over the next 48 hours a full inspection was undertaken and an action plan developed. The service went into administration as the provider could not fund the improvements required.

One of the services in the group was closed with the remaining sites remaining open and one sold within a short time. One site was retained by the administrators and BKR Care Consultancy supported the service through its improvements and next CQC inspection. The service was awarded an Outstanding in that inspection, the only service in England to achieve an outstanding whilst in administration.

A 34 bedded Nursing Home site with an almost complete 10 bed extension went into hostile receivership and BKR Care Consultancy were commissioned to support the administrators operate the care side of the business. The Registered Manager, who was also a director of the company, was made redundant as a result of significant concerns identified by the CQC. The site was initially valued at £2.4 million and BKR Care Consultancy advised that a greater value could be achieved.

BKR Care Consultancy worked with the various stakeholders to ensure clear action plans were developed and regular updates of progress were given. As a result of the improvements a final sale figure of £3.6 million was achieved for the site.

BKR Care Consultancy were contracted to support a Residential Home that had entered administration. Funds were identified to cover the first months payroll however it was unlikely that a second months payroll could be met. BKR Care Consultancy made some immediate improvements to the compliance of the service and met with interested parties to attempt to secure a sale.

BKR Care Consultancy supported the administrators in meetings with the CQC to set out that a quick re-registration was essential if the service, located in an isolated area with little other provision available, was to remain operational.

A preferred bidder was identified and BKR Care Consultancy worked with CQC to ensure that the service was transferred rapidly. Funds were made available through the sales process to secure the second months payroll to ensure the business remained operational and staff were retained.



QUALITY ASSURANCE

Many companies recognise the benefits of external mock inspections in ensuring CQC / CIW / CIS / RQAI compliance. Some clients with Quality Assurance contracts have their own internal quality teams and use our services to verify their existing processes are fit for purpose, others do not have such a team and bring BKR Care Consultancy in to undertake these visits to test their systems.

Other organisations utilise Quality Assurance systems to ensure they are complaint ahead of their regulatory inspection allowing them time to address issues or ratify strengths.

Quality Assurance visits ensures that your staff team understand the requirements of their regulator; they provide an ideal opportunity to train staff to look at the service with a critical eye.

Our ongoing Quality Assurance schemes allow providers and their managers to have a point of contact for professional advice across a range of regulatory and service management matters.

CASE STUDIES

A nationwide organisation with over 70 care and nursing homes has its own internal Quality assurance systems and contracted BKR Care Consultancy to undertake mock inspections of service selected from its regional groups. BKR Care Consultancy was able to identify some organisational trends and support individual services, through the production of comprehensive reports, to improve the standard of care delivered. The process of inspection identified some adjustments that could be made to the internal quality assurance systems to strengthen the analysis of each service.

A rapidly expanding care group with over 15 residential services located across the midlands and southern regions of England contracted BKR Care Consultancy in its first two years to undertake mock inspections at its services. This allowed the company to be assured that the systems they had developed were functioning 'on the ground' as they had envisaged and allowed the management team to make adjustments as early as possible rather than facing large organisational wide changes later on.

A Home Counties based group with its own internal quality assurance team found their internal resources were stretched when several managers across the organisation left their care and nursing homes in a short time period. Members of the quality team were therefore placed in services as interim managers and BKR Care Consultancy were contracted to complete all of the Responsible Individual visits for the organisation until this team could be released back to their ordinary roles.

A start up business with one site nearing completion contracted BKR Care consultancy to undertake a mini audit immediately prior to the service opening to ensure that the building, systems and staff were ready to care for service users. The contract allowed for BKR Care Consultancy to undertake inspections six months after the home opened and every six months thereafter. The management team were supported and mentored during the process and was able to seek advice and support where necessary from the BKR Care Consultancy team between visits. At the services first CQC inspection it was awarded a rating of 'Outstanding'. The company elected to roll the contract out to include each site it subsequently opened with two more sites accepting service users in late 2018.

"We found the BKR Care Consultancy team had an in depth knowledge of not only regulation and compliance matters but also the working practices of services. Cinnamon Care Collection services have benefited from the expertise of the BKR Care Consultancy team and we would not hesitate to recommend them to other Providers."

Carole Hunt, Director, Cinnamon Care Collection



MOCK INSPECTIONS

Often carried out in a single day an action plan or comprehensive report is produced to guide and support the service forward. A team of experienced and highly skilled consultants, number dependent on the size of the service or number of service users (for domiciliary and GP practices the number of registered patients or clients), attend the site and check all aspects of the operation of the service. Feedback is provided throughout the visit and detailed formal feedback given at the end of the day.

A mock inspection allows a service to assess where it is in relation to current CQC requirements, test its staff teams' response to being inspected and identify its strengths and weaknesses. Mock inspections are also a useful tool for assessing your internal quality assurance systems effectiveness.

Mock inspections may also be used to refute CQC reports, satisfy lenders that improvements have been made to restore confidence in the business or to assure service users and their families that the services has corrected failures identified by CQC, Local Authorities or CCG's.

An independent mock inspection can provide services with a useful insight into the current regulatory status of the service ensuring staff focus on areas of deficiency or strength. Independent inspections can also assist in reassuring key stakeholders such as Service Users and families or lenders, particularly where there has been an adverse CQC / CIW / CIS report, that the service is making progress or has sustained its ratings.

CASE STUDIES

A start up business with one site nearing completion contracted BKR Care consultancy to undertake a mini audit immediately prior to the service opening to ensure that the building, systems and staff were ready to care for service users. The contract allowed for BKR Care Consultancy to undertake inspections six months after the home opened and every six months thereafter. The management team were supported and mentored during the process and was able to seek advice and support where necessary from the BKR Care Consultancy team between visits. At the services first CQC inspection it was awarded a rating of 'Outstanding'. The company elected to roll the contract out to include each site it subsequently opened with two more sites accepting service users in late 2018.

A service, that was part of a group of five based in the North of England, received a CQC rating of inadequate following its latest inspection and the service wished to consider launching a Judicial Review application. The legal team referred the client to BKR Care Consultancy to have a mock inspection of the service carried out to assess the likelihood of success of such a case. BKR Care Consultancy reviewed the same documentation that had been provided to CQC on the day of inspection and identified some small areas of challenge that could be raised. However, in the main, BKR Care Consultants found that the CQC inspectors had correctly identified failings and had the documents been scrutinised further the situation would worsen for the service, for example the issuing of a Notice of Proposal to Cancel the services registration could readily be evidenced. BKR Care Consultancy advised the client and their legal team that a Judicial Review was unlikely to be successful and supported the service to develop an action plan to remedy the concerns.

A large National organisation operating homes across a wide spectrum of services had several homes in one region of the UK enter non-compliance at the same time with a small number of homes elsewhere in the group experiencing difficulties. BKR Care Consultancy were commissioned to undertake a mock inspection of one to two services per region developing individual reports for the services as well as an organisational report. The process identified that whilst the majority of issues were local to the region with multiple failings there were some organisational failings that compounded the situation in that region and that were leading to risks of non-compliance in the longer term across the organisation. The board were supported to adjust internal process to ensure that these issues were addressed.

"CQC is such an important issue in Health Care and a poor report can have a knock on to a business's finances. If problems do occur taking early decisive action is important and firms like BKRCC can provide significant support thanks to their understanding of the regulations and their experience."

Ian J Crompton ACIB, UK Head of HealthCare Banking Services, SME Banking, COMMERCIAL BANKING

If you are feeling uncertain about your compliance, call Bhavna and her team. She'll put things right and provide lots of reassurance and clarification.

Matt Richards, Director, Excitecare

We have recently engaged BKR to assist in providing external oversight into some of our services following which the results have been used as a bench mark for continuous improvement. Bhavna and her team are extremely professional with a detailed approach whilst being responsive to our needs and respectful of our residents and we look forward to continuing to work together in the future.

Vicky Craddock, Operations Directors, Maria Mallaband Care Group

DUE DILIGENCE

Mock inspections as part of the due diligence process when purchasing sites or investing in organisations can be used in a number of ways. Vendors (or those seeking investment) of services may use a mock inspection to demonstrate that the rating of the service has improved since its last inspection or to identify additional revenue streams for the service to enhance or consolidate the value of the service or assure buyers or investors that the service is a secure investment. Purchasers may commission mock inspections prior to purchase to ensure that they are fully aware of what resources the service requires on completion of the sale to ensure compliance is achieved or maintained and may use the report to negotiate the costs associated with achieving compliance. Purchasers may also use such a report to assure CQC they have a clear understanding of what the services current position is and the resources to rectify non-compliance as part of the registration process.

"We have worked with BKRCC on various occasions and have found them to be professional with an in-depth understanding of the sector. Their no-nonsense, pragmatic approach is valuable both in turn arounds and active transactions."

Clare Auty, Partner, brownejacobson LLP

CASE STUDIES

An organisation seeking to purchase three care homes in the south of the UK from a single group commissioned BKR Care Consultancy to undertake due diligence mock inspections. BKR Care Consultancy allocated a team of inspectors to visit each site and a detailed inspection was carried out identifying services strengths, weaknesses and opportunities for future development. The process identified that there was a significant risk of non-compliance at the three sites and that some of the assurances offered by the vendor could not be evidenced when on site specifically with information provided around the demand for beds and the current compliance level of the service. The potential purchaser assessed that the likely rating of the services when re-inspected and the additional resources required were beyond that scoped for and revised their offer for the services accordingly.

A family owned single care home sought a loan from their bank to expand the service considerably. The bank instructed the service to have a mock inspection carried out as part of the due diligence for lending the money to the organisation. BKR Care Consultancy were commissioned to undertake the inspection and advised the client that they may wish to consider a two-phase inspection, one pre-inspection with an action plan to remedy issues and a further inspection with formal report for the bank. The company were advised to disclose the two-stage approach to demonstrate transparency and to ensure the bank saw the robust approach they had taken. The initial inspection demonstrated a high number of corrective actions were required and support was provided to achieve a fully completed action plan. The second inspection and report reflecting the improvements made was supplied to the bank who confidently provided the loan required.

An international investor had committed a £70 million investment in a portfolio of 15 care services in the UK. Through the due diligence process for that investment, in which BKR Care Consultancy had been directly involved, some risks to compliance were identified across the organisation. Following the completion of the investment, the investor approached BKR Care Consultancy and contracted us to undertake annual mock inspections of the existing and any new sites to the group. The reports were individual completed for each service with an overarching organisation report covering any wider areas for improvement. This gave the investor the confidence to remain with the organisation as it grew further.

TRAINING & DEVELOPMENT

BKR Care Consultancy has an extensive program of training and development courses and systems. As well as offering mandatory training courses, BKR Care Consultancy offer bespoke training tailored to meet the needs, and current issues within, the services we support. We specialise in training for managers and providers but are equally able to offer courses suitable for the whole staff team.

One of the unique elements of our training is that the facilitators are using the skills taught daily. All of the consultants delivering our training also continue with day to day work in services, predominantly services in distress, and as such not only is the training up to date it is full of practical tips to ensure you and your staff leave with ideas of how to put what they have learnt into practice.

Ranging from mentoring of individuals or groups of staff to individual courses or full training programs BKR Care Consultancy can meet all of your training needs.

CASE STUDIES

BKR Care Consultancy work with a national training organisation supplying consultants to deliver training on a variety of health and social care subjects throughout the year. This has included developing 15 short videos as an introduction to topics key to CQC compliance aimed at giving providers insight into these areas. Training is provided through this organisation to Providers, Area Managers, Operations Directors, Managers, Clinical Leads, nurses and carers and to Care Home services, GP Practices, Private Hospitals, Domiciliary services and supported living services. The training company collate independent scores from each delegate for the sessions delivered and BKR Care Consultancy have consistently been rated above 9/10 over the last year.

An organisation commissioned BKR Care Consultancy to undertake intensive training to one of its care homes after repeated CQC inspections rated the home poorly. BKR Care Consultancy devised a two-day training and mock inspection program that included formal training presentations for all staff and shadowing the inspection team training for the management team including the area manager. A detailed action plan was produced for the service and support provided to ensure it was delivered. CQC inspected the service nine weeks after the training had been completed and the service achieved an overall rating of Good at this inspection.

A service that had experienced significant compliance difficulties over an extended period of time could not attract a manager to the service. There was a Clinical Lead in post who the CQC and other stakeholders had been very critical of both in regard of their knowledge base, clinical skills and their previous managerial experience but the home was keen to appoint the individual to the managers post as an interim measure. BKR Care Consultancy were commissioned to provide clinical mentorship to the manager and to support their development into the managers role. The Clinical Lead was supported to develop their managerial skills, local learning and networking opportunities were identified and mentorship offered both on and off site. Stakeholder confidence grew in the manager and the service was able to appoint them to the permanent managers role.

Independent feedback collated by a third party following CJ training

Just to let you know your average score out of 10 was a very high 9.2 for session 2 & 9.3 for session 4. There were quite a few specific comments about your session (all fab):

- *Charlie's presentation was very well spoken & on point*
- *Charlie is a fantastic & useful speaker*
- *Charlie's session were fantastic*
- *Charlie Jones outstanding*
- *Charlie's style of delivering was spot on*
- *Charlie Jones was simply superb*



EDUCATION SECTOR

BKR Care Consultancy offers mock inspection and support services to schools, Learning Difference Schools and children's residential services across the UK. With experts in their fields on hand to support organisational improvement or development.

BKRCC have a number of consultants that have worked as Ofsted Inspectors as well as teachers and education specialists.

BKRCC can also offer business support to schools to review costs and explore revenue streams in the current economic climate.

BKR Care Consultancy are also able to offer independent reviews of complaints or investigations where internal options are exhausted or where families, or employees, have lost faith in the independence of the internal processes.

Queensmills School

We commissioned BKRCC to help set up a children's home. We found them to be very knowledgeable and experienced in both Ofsted and CQC legislation.

CASE STUDIES

BKR Care Consultancy were contracted by a London Borough Council to support the development of a residential wing providing respite care to the students of a Learning Difference school. BKR Care Consultancy advised on the required designs of the service, development of all policies and procedures as well as identifying suitable staffing levels and costings as well as supporting the registration process. The resulting service operational today supports children and their parents through respite placements, enhancing skills stays and provides day care during school holidays maintaining a familiar environment for the children.

A small group of children's services were in difficulty in three of their sites with Ofsted and called in their legal team to assist them. The legal team commissioned BKR Care Consultancy to refute the allegations made against the services by Ofsted as expert witnesses. The services were scheduled for a First Tier Tribunal and BKR Care Consultancy were able to negotiate a stay, and later a withdrawal, of the case against the services.

A school approached BKR Care Consultancy after serious safeguarding failures by the headmaster in relation to two siblings were identified. The parents had lost faith in the school and its Governors and BKR Care Consultancy were commissioned to conduct an independent investigation into the complaints raised by the parents. BKR Care Consultancy met with all parties and completed the investigation before feeding back to all parties. The school recognised that the parents required support to move the children to a new school and requested BKR Care Consultancy support the family in doing so. BKR Care Consultancy successfully supported the parents in their appeal for a mid-year transfer for the children to a school that initially turned down the application due to oversubscribing concerns at the chosen school. Both children were transferred to the new school with a comprehensive handover report of their pastoral care needs and both have reengaged with school life.



EXPERT WITNESS / INVESTIGATIONS

BKR Care Consultancy are industry leaders in the Health and Social Care field; this hard-won reputation is founded on the experience and knowledge of our extensive team of consultants. With a breadth of expertise, we are often asked by clients to complete independent investigations or provide expert witness support to them.

Types of investigations BKR Care Consultancy routinely undertake:

- Investigations into grievances raised against managers or providers
- Potential disciplinary matters relating to the senior management team
- Investigations that are complicated and the management team are less experienced in this type of investigation
- Independent investigations of service user or family complaints
- Requests for refunds of care costs
- Independent untoward death, death or safeguarding investigations
- Root cause analysis particularly for serious event or organisational failings

This list is not exhaustive and BKR Care Consultancy are able to provide support with any issues that care services require.

All investigations undertaken by BKR Care Consultancy are completed in a timely manner to ensure that all lessons learnt can be applied as soon as possible to reduce the risk of further incidents occurring. Where required our Consultants will interview relevant parties, review relevant documentation and undertake site visits to establish the facts of the events in question. Reports produced as a result of our investigation are to a standard required for expert reports by courts.

BKR Care Consultancy are also commissioned to review the reports and conclusions reached by others, particularly stakeholders such as CQC and Local Authority Safeguarding teams, have prepared about the service. Our expert view can assist homes in successfully demonstrating that they had not been at fault or that action taken against them had not been fairly undertaken.

We are also able to support staff to prepare to give evidence in proceedings such as Employment Tribunals, First Tier Tribunals or Coroners Courts ensuring that the service is confident in the case it is putting forward and the staff whom will represent the service.

CASE STUDIES

A safeguarding alert was raised by an ambulance service following the death of a service user at a residential care home. The home felt that the ambulance service had been unfairly judgemental about the care delivered to the individual and following an earlier safeguarding the ambulance service had raised regarding a different service users' death, commissioned an independent investigation.

BKR Care Consultancy conducted a site visit and collected key documents including the care records of the service user in question. We also requested the calls made to the ambulance service and produced transcripts of these calls and gathered statements from all parties. The services staff were interviewed in detail.

Our investigation concluded that the ambulance service had mistakenly identified the service as a nursing one and as such their expectations of the staffs' clinical skills and knowledge were misplaced. Further, the records demonstrated that the staff had acted promptly and appropriately on discovering the service user was missing and indeed when they were located in the grounds of the service. There were opportunities missed in the triaging of the service user by the call handler at the ambulance service and this caused the service user to be allocated to a 120 minute response time category rather than an immediate response time. The report was submitted to the coroner by the service.

A service in the north of England was placed in Large Scale Enquiry, triggering a CQC inspection when 44 safeguarding events were investigated and proven against the service. BKR Care Consultancy were engaged to support the service to recover compliance. As part of this process, BKR Care Consultancy reviewed all of the Safeguarding's raised by or against the service in the previous 12 months.

Serious deficiencies in the local safeguarding investigation processes were identified by BKR Care Consultancy. Some Safeguardings that had been raised by two different people and when found proven were counted as two events. Others had been reported by the service in relation to care received in hospital or at a day care provision and were 'counted' once proven as part of the Safeguarding events for the home. Other substantiated Safeguardings were flawed for example a social worker who visited a service user 48 hours after their admission to the service raised a notification as only 'basic' care records were in place and not comprehensive care plans and documents. Services in fact have 72 hours to produce comprehensive care records and as such the service was not at fault. BKR Care Consultancy met with the Safeguarding team and discussed the concerns and evidence gathered and it was eventually agreed that there were in fact only 13 Safeguardings in the 12 months and as such the service did not fit the criteria for Large Scale Enquiry.

BKR Care Consultancy were commissioned by a Local Authority to complete a root cause analysis into potential organisational failings when a local service entered administration. Concerns about care and finances at the home had been identified by various stakeholders for a period of four years and stakeholders wished to identify where lessons could be learnt to avoid such circumstances occurring in the future. In particular understanding how the actions of all parties may have contributed to the financial position of the service.

Heritage Care commissioned BKRCC to undertake a piece of work reviewing an internal investigation into a complaint. This was completed with great thoroughness and sensitivity and well within agreed timescales. The final report was very comprehensive.

'Thank you for the comprehensive and detailed report which was most helpful in considering this case' Coroner dealing with an untoward death of a service user
Heritage Care

LEGAL

BKR Care Consultancy frequently support services and legal teams in preparing legal cases and negotiating with authorities to seek alternative resolutions. BKR Care Consultancy have successfully negotiated alternative solutions to First Tier Tribunals in dozens of cases reducing the financial costs for services and limiting the reputational damage for the business.

BKR Care Consultancy can assist with all aspects of legal work including:

- Preparation of responses to Notice of Proposals issued by CQC
- Responses to Notices of Decisions issued by CQC / CIW / CIS / HIS / RQIA
- Preparing cases for First Tier Tribunals including providing witness statements and live evidence in such proceedings
- Judicial Reviews
- Expert witness evidence in defence of prosecutions (including Criminal and HSE cases)
- Preparing cases for coroner's courts
- Allegations of breaches of contract by funding authorities

CASE STUDIES

BKR Care Consultancy were contacted by the head of the bank for a service, that was part of a small group, asking for urgent assistance with non-compliance issues and attended the following morning to assess the needs of the service. By mid-morning, through our discussions with the stakeholders, it became apparent that the CQC, CCG and Local Authority intended to attend court to make an urgent application to withdraw the registration of the service. BKR Care Consultancy advised the client of this and offered immediate advice and support. The client elected not to attend court and the withdrawal of registration was granted.

BKR Care Consultancy advised the client that there was merit in challenging the decision made and a case was developed and subsequently presented in a First Tier Tribunal. The provider won the tribunal and the registration of the service was reinstated. BKR Care Consultancy supported the service to refurbish, retrain staff and reopen. This process included rebuilding the services reputation in the village in which it was located. The service has enjoyed a Good CQC rating since reopening.

A solicitor contact BKR Care Consultancy seeking expert witness evidence in relation to a death that had occurred in their clients' service. The provider and the manager were facing charges of manslaughter as a result of a service user falling to their death through a bannister that had been installed that was designed for domestic and not commercial use. On reviewing the evidence initially supplied to us we were able to identify areas in which the case could be challenged. BKR Care Consultancy were able to identify that the perceived deficiencies in paperwork were looked at in light of the requirements of the law today rather than when the document was generated. The work undertaken by BKR Care Consultancy resulted in a reduction of the charges faced by the parties to Health and Safety breaches resulting in a fine.

A company facing an embargo on placements by CIW contacted BKR Care Consultancy after recommendation from their solicitor that expert witness statements would assist their case. BKR Care Consultancy reviewed the documentation and undertook a detailed review of the case and the service itself. The service was advised that there was a good case for challenging the embargo and an appeal to the First Tier Tribunal. The service was approached by CIW prior to the commencement of the hearing and conditions were negotiated to work toward allowing admissions and review within a very short timescale.

BKR Care Consultancy was contacted by a provider seeking support to register a new Learning Difficulty service that had been built prior to the adoption of the 'Registering the Right Support' and was now having difficulty registering as the site was shared with a sister home. BKR Care Consultancy undertook a site visit and reviewed all documentation relating to the building of the site, pre-registration discussions and registration attempt. BKR Care Consultancy advised the client that there was a strong argument for challenging the refusal of registration and a legal team was engaged. BKR Care Consultancy supported the provider to develop a case for tribunal. The tribunal ruled in favour of the client and the CQC were instructed to process the registration.

"We have engaged Bhavna [Keane-Rao] and BKR Care Consultancy on numerous occasions and have always been impressed with their responsiveness and commitment to getting the job done. Bhavna and her team have successfully helped many of our clients with compliance and operational issues; sometimes turning business threats into opportunities to build closer relationships with the CQC and commissioners. BKR's ethos is similar to our own; putting excellent care at the heart of everything and I would be happy to recommend them."

Roger Harcourt, Partner, Shakespeares

THE FACTS

BKR Care Consultancy was founded in 2011 and has since grown to become a leading Care Consultancy firm in the UK.

30 Consultants, UK wide support network, Proven track record in avoiding tribunals.

FOR FURTHER INFORMATION

+44 (0)116 241 2142 

info@bkrcc.co.uk
www.bkrcc.co.uk 

The Old Surgery, 48 Bushloe End,
Wigston, Leicestershire, LE18 2BA 