

# Healthcare leadership in caring for older people



# Introduction

Since being created in 1947, Bupa's purpose has been to enable people to lead longer, healthier, happier lives through offering choice and access to good healthcare. Bupa has no shareholders and exists solely for the benefit of our customers. We invest our money to provide more and better healthcare.

Bupa looks after thousands of older people in the UK, Spain, Australia, and New Zealand - in retirement villages, and residential and nursing homes. We regard everyone using our services as an individual and are continually seeking to develop our care provision.

As our experience has grown we have become aware of gaps and opportunities in the understanding, innovation and development of aged care. We have collaborated and supported projects with expert partners, academics and researchers, to find ways of improving our services still further.

This document describes some of the partnerships and activities that we have supported. They have common aims: to ensure our care and support takes advantage of best practice, to provide understanding of what the older people we serve need, and to provide ever more stimulating environments for them.

I hope you will be interested in the range of work and gain an understanding of our commitment to be a leader in the provision of care.



**Mark Ellerby**  
Managing Director,  
Bupa Care Services

# Meeting the challenges of an ageing society

Society is ageing. While for most people this means longer periods of wellbeing, the demographic change will be accompanied by a range of new healthcare challenges.

It is evident in developed countries that the need for residential and nursing care is principally driven by mental and physical disability, predominantly related to chronic neurological disease, specifically dementia.

It is estimated that by 2026 there will be twice the number of over-85s in the UK than today, while the number of Britons aged over 100 will have quadrupled. Currently some 820,000 people in the UK have dementia and this is set to rise dramatically. Around the world we see the same picture. In Australia, over 227,000 people are living with dementia, and that number is expected to reach over 730,000 by 2050. New Zealand currently has more than 40,000 people living with dementia - a figure expected to almost double in the next 30 years.

Our programme of work has a number of themes including profiling the care home population, lobbying on the need for proper funding, developing aspects of healthcare and gaining a greater understanding of needs at the end of life.

Many projects address issues that are under-researched and we hope that some will enable more detailed research while others will translate into improved care.

I would like to thank all of our people and the various external colleagues who have been involved in the projects for their enthusiastic engagement.



**Dr Clive Bowman** FRCP FFPH  
Medical Director,  
Bupa Care Services

# What we believe in

## Bupa believes...

- In treating people as individuals, including understanding their health needs and supporting them in managing them in their individual life context.
- People should be empowered to participate in their healthcare decision-making, particularly through partnership with healthcare professionals, to enable them to make the right decision at the right time to achieve the right outcome for them.
- In mixed economies in healthcare. A strong partnership between public and private healthcare providers delivers better, more cost-effective, sustainable, universal healthcare services.
- In intelligent use of health data to optimise the use and effectiveness of healthcare services. It can also reduce costs, leading to more efficient healthcare service delivery.
- That prevention is better than cure, and in helping people identify their healthcare risks and supporting them to make lifestyle changes that will positively impact their health.
- In personalised care for older people. We believe that people in care homes should have access to quality care, grounded in an understanding of their medical and emotional needs.
- That healthy employees are happier and more productive, and in supporting organisations to safeguard and promote employee health.
- In caring for carers. The care provided by family and friends to their loved ones is invaluable and carers are vital, not only to a successful health economy, but to society as a whole. As such, they should receive recognition and support for their role.
- In sustainable healthcare. As long-term health and wellness is dependent upon a healthy environment, providers should work towards the sustainable delivery of healthcare services.

# Contributing to our communities all around the world



Bupa is committed to contributing to our local communities and we believe it is important to use our healthcare expertise in ways that are good for society.

In 2009 Bupa donated over £9 million to projects connected to healthcare, the community, and the environment. At the same time we supported more than 8,000 Bupa people in giving more than 81,000 of their working hours to good causes.

Our Community Connections team has arranged for over 2,000 Bupa people to participate in team challenges since 2001, making a lasting impact on hundreds of communities. In 2008, Bupa volunteers restored an orphanage in Thailand for children who had either lost their parents to HIV/AIDS or are affected by the disease.

Our latest project was to build a new health centre in the remote community of Miraflores in Ecuador. Completed in November 2009, the centre - which was built over three months by 120 Bupa volunteers - is now operational with doctors and dentists visiting it twice a week.

Funds raised by Bupa volunteers will be used to pay for check-ups and vaccinations for villagers, maintaining medical equipment and buying medical supplies, while Bupa's Latin America and Caribbean teams will organise volunteer days at the centre.



# Dementia care

“My ambition is for Bupa to be a leader in training its dementia carers, to be the expert provider of care for people whose needs are complex and show that people with severe dementia can live well.”

- Dr Graham Stokes, Director of Dementia Care, Bupa

## Clinical leadership in dementia



Director of Dementia Care, Dr Graham Stokes, is responsible for driving forward the quality and scope of care for people living with dementia in Bupa's care homes in the UK, Spain, New Zealand and Australia.

Dr Stokes is a leading expert in person-centred care for people with dementia and his insights help to ensure that Bupa's care home residents around the world achieve the best possible quality of life.

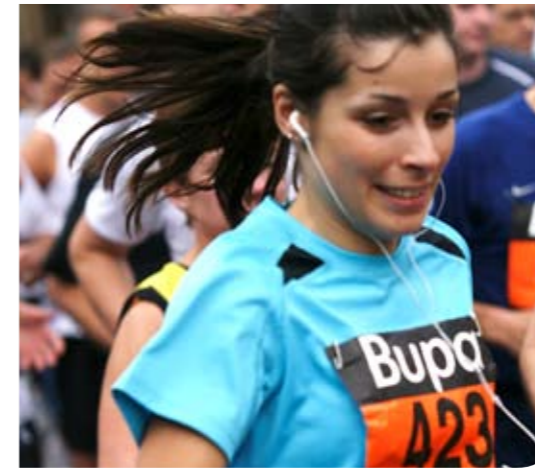
Before joining Bupa, Dr Stokes was a consultant clinical psychologist and head of specialty for older people's mental health and adults with neuro-degenerative disease at South Staffordshire and Shropshire Healthcare NHS Foundation Trust. He has been advising Bupa since 2002.

Dr Stokes has written widely on the subject of caring for people with dementia - his latest book is 'And Still The Music Plays: Stories of People with Dementia'.

He said: "People living with dementia often have challenging needs, and their dependency and vulnerability grows when they approach the end of life. It is vital that care homes stay true to our person-centred principles and aspiration to provide supportive lifestyles for them.

"My ambition is for Bupa to be a leader in training its dementia carers, to be the expert provider of care for people whose needs are complex and show that people with severe dementia can live well."

## Fund-raising for dementia



Bupa is continuing our successful partnership with Alzheimer's Society in England and Wales, and Alzheimer Scotland for the Bupa Great Run Series in 2010.

The collaboration, which raised £1 million in 2009, is proof of the three partners' shared commitment to continue to raise awareness of dementia.

Bupa has sponsored the Great Run Series for 17 years, and last year helped raise over £28 million for charity. We recently extended our sponsorship to 2013, making it one of the longest-running sporting partnerships in the UK.

The Bupa Great Run series includes the Bupa Great North Run in Newcastle. This is the world's biggest half-marathon, and in 2009 it celebrated its one-millionth entrant. Also included in the series are the Bupa Great South Run, the Bupa Great Capital Run, the Bupa Great Manchester Run and the Bupa Great Edinburgh Run - and the Bupa London 10,000 Run which takes in some of the 2012 Olympic Park course.

Signing up to support the Alzheimer's charities in a Bupa Great Run means people can get fit, help reduce their own risk of dementia and raise money for a worthwhile cause.

Jo Swincoe, from the Alzheimer's Society said: "The Bupa Great Run Series is a fantastic opportunity to get lots of people involved, raise awareness of the issues surrounding dementia and most importantly raise the money we need to fund our vital work."

Henry Simmons, chief executive at Alzheimer Scotland said: "I took part in the Bupa Great Edinburgh Run and found it to be an incredibly positive experience."



## Boosting research into dementia and its causes



Alzheimer's Society and the Bupa Foundation have formed a ground-breaking partnership to boost research into dementia and its causes.

The two charities jointly launched a £1.5 million fund to support research into the cause, cure, care, and prevention of dementia.

The fund encourages partnership and collaboration between institutions to maximise expert involvement and to share knowledge and best practice.

Alzheimer's Society currently invests more than £1.6 million a year in dementia research and has funded over 100 research projects in leading scientific institutions across the UK.

Since being established in 1979 The Bupa Foundation - an independent medical research charity - has donated around £26 million, the vast majority of which has gone to researchers in the public sector.

Topics considered for funding included: epidemiology of all forms of dementia; the causes of dementia and disease progression; prevention, diagnosis and treatment of dementia; slowing the progress of dementia; and the impact of acute hospitalisation of people with dementia.

## Pioneering 'Dementia Champions'



Alzheimer's Society and Bupa have joined together to launch the first ever Dementia Champions programme across 190 Bupa dementia specialist care communities in the UK.

The programme aims to develop in-house leaders to champion good dementia care in their place of work and has been successfully piloted in Bupa care homes. By changing the culture,

the Dementia Champions aim to further improve quality of care and quality of life for people with dementia.

The quality of care for people living in residential care can vary widely and depends on the culture and leadership within the environment. Dementia Champions are key staff who are encouraged to harness their own charisma and drive to challenge the whole organisation to deliver high-quality dementia care.

The pilot showed that successful Dementia Champions can deliver improvements in the lives and daily experiences of people living with dementia in a care home.

“Delivering good dementia care is a skilled task and staff need access to continuous development. The drive to improve care needs to be ongoing and the whole culture of the workplace needs to change. That's what Bupa and Alzheimer's Society are seeking to achieve with this programme.”

- Andrew Ketteringham, Director of External Affairs, Alzheimer's Society

## Sharing knowledge of Alzheimer's in Australia



Bupa and Alzheimer's Australia are working together to improve the quality of dementia care through knowledge transfer and collaboration.

The mechanism for this sharing of information is the National Quality Dementia Network co-ordinated by Alzheimer's Australia which includes consumers, service providers and researchers.

All parties share the objectives of improving dementia care through the rapid adoption of research evidence.

The aim of the network is to address a gap in the minds of consumers between the quality of dementia care and the research evidence base.

This gap is reflected in the concerns of consumers about the perceived quality of dementia care.

Expected outcomes for individuals who are affected by dementia and those who provide care and support include:

- Improved care outcomes through adoption of best practice in dementia care;
- Improved quality of life for those taking part in the caring process such as family carers, partners, care staff and volunteers, through continuous improvement in care practice, informed by research and knowledge transfer; and
- The empowerment of consumers through the adoption by service providers of new approaches to consumer directed care and more flexible forms of service delivery.

## Dignity at mealtimes – by design



Bupa has helped a young designer pioneer new tableware to help people living with dementia enjoy more dignity at mealtimes. The innovative designs feature tables, plates, tablecloths, and even lighting that support less able people in having a more independent mealtime experience.



Gregor Timlin, a research associate at the Royal College of Art, was driven by his own family's experiences to improve the range of tableware available -

especially for people living with dementia. A Bupa Giving grant of £77,000 to the college's Helen Hamlyn Centre supported his extensive research to understand the challenges faced by people with dementia during mealtimes,

And now his designs have been tried out by dementia experts - staff and residents at Bupa's Meadbank Nursing centre - and given a real vote of approval.

Michalae Thompson, manager of Bupa's Meadbank Nursing Centre said: "People with dementia often have dexterity problems when eating and drinking which can result in food being 'chased' around normal plates.

"Unfortunately most tableware options currently available are quite childlike. Gregor has come up with designs that do not look out of place in a normal dining room and ultimately allows the dignity of all residents to be maintained."

## Achieving better dementia care in general hospitals



The aim of this partnership is both to investigate what happens to people living with dementia who are diagnosed whilst in hospital for a different medical reason or ailment, and to understand the impact that the decisions taken have on their quality of life.

The project also identifies the key predictors of better outcomes for people living with dementia identified in general hospitals.

For example, do people discharged to care homes do better than people who go home to community packages?

For people who are discharged from hospital to a care home, the project will explore their personal experience of the transition.

## Supporting carers in their own communities

Admiral Nurses are specialist dementia nurses, working in the community with family carers and people living with dementia, providing educational, emotional and practical support, and skill development, to maintain and improve quality of life.



Bupa's partnership with the charity *for dementia* aims to build capacity by developing new Admiral Nurse posts in communities not served by this specialist nursing discipline. 'Dementia Pioneers' are appointed to selected areas to spearhead development plans.

The work of the Admiral Nurse in helping families and those living with dementia is well proven. Bupa's million-pound-plus funding has helped in the establishment of new Admiral Nurse posts in North East London, Kent and Southampton, with more teams in development.

Family carers and people with dementia will be better able to live day-to-day with dementia through more understanding of the condition, improved skills and wider networks of support. Admiral Nurses have a significant role in helping families cope with the difficult transitions faced through their journey with dementia.

“Bupa's help is invaluable in making Admiral Nurses available to more carers and people with dementia. Family carers are vulnerable to stress, depression and other mental health issues. Admiral Nurses help to prevent crises and family breakdown, enabling people with dementia and their carers to live positively with the condition and prepare for the future.”

- Barbara Stephens, Chief Executive, *for dementia*

## Participating in residents' musical memories



In 2008, Bupa and charity Music in Hospitals set up the Musical Memories project to arrange 200 concerts a year across our UK care homes.

Professional musicians perform music ranging from classical, jazz and folk, to pop, music hall and show tunes, with the aim of improving the quality of life and wellbeing of older people.

Key to the project is the way that performers interact with their audiences. Active participation with the music - such as tapping feet and waving arms - can work as a natural form of physiotherapy, so it is important that the musicians perform with residents, not to them.

And it is this philosophy of inclusion that makes Musical Memories so effective at reaching out to older people, particularly those living with dementia.

“Our musicians do not provide miracle cures but moments of warmth and joy that encourage participation and involve everyone, whatever their illness or disability.”

- Diana Greenman, Chief Executive, Music in Hospitals

## Speaking up against the use of anti-psychotic drugs

Dr Clive Bowman, Bupa Care Services medical director, was one of the first to demand cuts in the amount of anti-psychotic drugs prescribed by GPs and hospital consultants to people living with dementia in care homes.

Early in 2009, Dr Bowman issued a report on the subject, so he welcomed a subsequent announcement by the UK Government that it was introducing new rules to reduce the use of anti-psychotic drugs.

Dr Bowman, said: "Bupa saw the announcement as a huge step in the right direction. We know that positively-engaged doctors and confident well-trained care staff can work together to dramatically reduce drug use and improve the quality of life of people with dementia. This good practice should be recognised as standard."

Bupa believes the use of medication should be reviewed by the prescribing GP or consultant when an individual first enters a care home and any continuing use to be regularly reviewed.

Dr Bowman has also called for better training for doctors in the use of anti-psychotics for people living with dementia and for primary care trusts to review the prescribing practices of doctors.



# Engaging in the debate

“The growth in numbers of over 80s will bring a range of new healthcare challenges.”

- Dr Clive Bowman, Medical Director, Bupa Care Services

## Understanding the need for care

Bupa has undertaken three surveys of care home residents to gain a deeper understanding of the reasons why people require residential care.

In 2003 we looked at over 15,000 Bupa UK care home residents. This clearly demonstrated that the need for care related to disability and dependency, highlighted the importance of dementia and neurological disease, and showed the round-the-clock nature of their care needs.

Our 2006 survey widened to include other commercial and charitable UK providers - covering over 32,000 residents. One striking new finding was the variation by region of dementia as a cause for admission - increasing in northerly communities. Yet findings for other diseases, such as Parkinson's disease, were more consistent nationally.

The 2009 survey provided a first opportunity to compare almost 26,500 residents of Bupa's care homes in the UK, Spain, Australia and New Zealand - and showed great similarities among them.

Across the three surveys, UK homes have seen little change in the reasons for people coming into care but there have been big changes in admission rates - rising at about 10% per year. Yet while levels of combined incontinence (seen as a reflection of dependency) have remained constant, rates of urinary incontinence (which may reflect the care being provided) have fallen by 25%.

We have used the surveys internally to guide our priorities and externally to advise policymakers. Their value increases with the number of surveys over time, tracking change and providing insights to potential future challenges.

“The surveys show the round-the-clock nature of people's care needs.”

## Contributing to care policy

Bupa's experience of healthcare systems and economies in different countries means that we can share our wide knowledge and ideas with other thought leaders.

As a politically-neutral organisation, Bupa engages with think tanks from all sides of the debate, academics and analysts, as well as public policymakers in the main political parties, and across Government departments.

We are working in partnership with the Social Market Foundation and other partners to build a consensus and depoliticise the debate on how the UK can meet the challenges posed by the ageing population and rising demand for long-term care.

Other think tank partnerships include:

Working with Policy Exchange to research how politicians can better understand public perceptions of care for older people, to encourage them to give priority to this important agenda.

Sharing experience and insights with The King's Fund on improving end-of-life care, enhancing quality and productivity in the NHS, and the reform of social care funding.

Working with Demos on 'wellbeing in age' to explore how older people can be encouraged and enabled to make the most of their capabilities and talents in order to have interesting, enjoyable and well-rounded lives.



## Reflecting concerns of our customers

As an organisation without shareholders, Bupa is able to speak exclusively on behalf of our customers, their families and consumers more widely.

We regularly survey consumers to understand their concerns and use this insight to constantly improve our services and to make representations to Government on their behalf.

Bupa's recent response to the UK Government's consultation on the future of social care highlighted consumers' concerns over the complexity of the existing system and perceptions of unfairness in how social care is funded.

We are also speaking up for people living with dementia and those who care for them. According to a Bupa survey, almost 60% of the people surveyed, said they were concerned about developing dementia in later life, more than those worried about contracting cancer. Most did not know where to get information about specialist dementia care homes, or how they would pay for this form of care should they need it.

That's why Bupa is pioneering new ways to help people access information. We were the first organisation in the UK to run TV advertisements that broke taboos about dementia and highlighted the advice and specialist care available.

In 2009, we distributed over 60,000 copies of our free guide, 'Caring for someone with dementia' to help people who have been diagnosed with dementia and those who care for them. Copies of 'Choosing a care home', which supports individuals with information to help them make informed decisions about care, were distributed to more than 20,000 UK households.





# People first

“We regard everyone using our services as an individual, and are continually seeking to develop our care provision.”

- Mark Ellerby, Managing Director, Bupa Care Services

# Demonstrating the value of person-centred care

MANCHESTER  
1824

The University of Manchester

Bupa is working with the University of Manchester to demonstrate the value of relationship-centred care in care homes.

The philosophy of relationship-centred care was introduced through the use of care profiles and the Senses Framework (achievement, belonging, continuity, purpose, security, significance).

Training was conducted in two care homes in the North West of England, involving 26 staff, and became known as the 'Senses in Practice' education programme, shortened to SiPs.

Life story work underpinned the SiPs programme and staff were asked to explore the stories of their own lives, as well as those of the residents (along with the residents and their families).

The SiPs education programme led to positive comments from staff members including: "I now look at the person, not the illness"; and "I am more aware of residents and their individual lives and how it affects them in the care home setting."

Staff also devised a 'Creating the Senses for...' booklet for residents, which is currently being piloted in care homes. Additional outcomes of the project include a learning resource for care homes. The final report and piloted training materials, is currently being completed.

"I am more aware of residents and their individual lives and how it affects them in the care home setting."

# Recognising our carers

## Personal Best

Bupa's award-winning Personal Best programme encourages and recognises truly personalised care and service within job roles, whether it's to our residents or a colleague.

It might be taking extra time getting someone dressed, making rice pudding just the way they like it, or helping a soccer-mad resident to enjoy football again.

In 2006 the Chartered Institute of Personnel and Development awarded Bupa its prestigious annual People Management Award for the Personal Best programme. Since the programme was introduced, an independent survey has shown resident satisfaction levels rise consistently.

## One Life awards

We recognise and reward people who have exceeded their job role expectations in delivering excellent service to our residents.

One Life winners can progress through to the quarterly and annual awards, which culminate in an awards ceremony and prizes of £2,000.

## Holiday of a lifetime

Our home teams provide dedicated care 24 hours a day, seven days a week, 365 days a year.

To thank them, everyone is entered into an annual draw to win holiday vouchers from £500 to £2,500 to spend on the holiday of their choice. The only rule is they have to send a postcard to the managing director.



## Creating a partnership to improve lives in care homes



My Home Life, was initially supported by Bupa and has grown from a project into a social care movement.

It began in partnership with Help the Aged, the National Care Forum and City University. It now has the support of all the provider organisations representing

care homes across the UK - National Care Forum, English Community Care Association, National Care Association, Care Forum Wales, Scottish Care and the Independent Health and Care Providers (IHCP) in Northern Ireland - plus Age Concern and the Joseph Rowntree Foundation.

This exciting initiative, which brought together the research community, care home providers, managers and residents, distilled a vision for best practice that promotes quality of life for all those living, dying, visiting and working in care homes for older people.

The vision was shared with 18,000 care homes across the UK through posters, bulletins and a DVD. The next phase of My Home Life will focus on working with care homes to identify what support they need to implement the vision. Resources will continue to be made freely available on the website ([www.myhomelife.org.uk](http://www.myhomelife.org.uk)).

## Providing support and advice for older people about care



Bupa has supported the development of Counsel and Care's established advice service which helps older people, their families and carers get advice on care and support, particularly regarding their rights and entitlements to community care.

Our partnership has helped Counsel and Care to better promote its advice services.

Counsel and Care supports enquirers through the provision of telephone advice and follow-up letters and emails. They work with older people and their families until their issues are resolved.

The organisation also produces factsheets and guides to deal with the most frequently raised issues and these are also available through their website.

The service is most frequently accessed by older people and their families before they move into a care home.



## Sharing the vision of quality activities for older people



The National Association for Providers of Activities for Older People (NAPA) is the leading voice for activity provision in care.

Through a partnership with Bupa, the organisation will be enabled to share its vision and values more effectively in the world of care.

NAPA has a strong reputation for the quality of its information, guidance and training.

Its Activity Toolkit Project will develop and deliver accessible and practical guides and interactive DVDs to help providers put activity at the heart of care for older people.

NAPA aims to develop the resource toolkit for a range of people involved in the provision of care. This partnership would enable the organisation to commit this expertise to print and film media to meet the widest possible audience.

Bupa care homes also worked with NAPA when we pioneered a new 'NVQ level two' equivalent qualification for activities co-ordinators - which highlights the importance we place on providing stimulating and personalised activities for residents.

## Using social media to hear a louder 'patient voice'



Social media gives the power of a voice to anyone who receives a service. This 'democratisation of voice' poses both opportunities and threats to healthcare and social care providers.

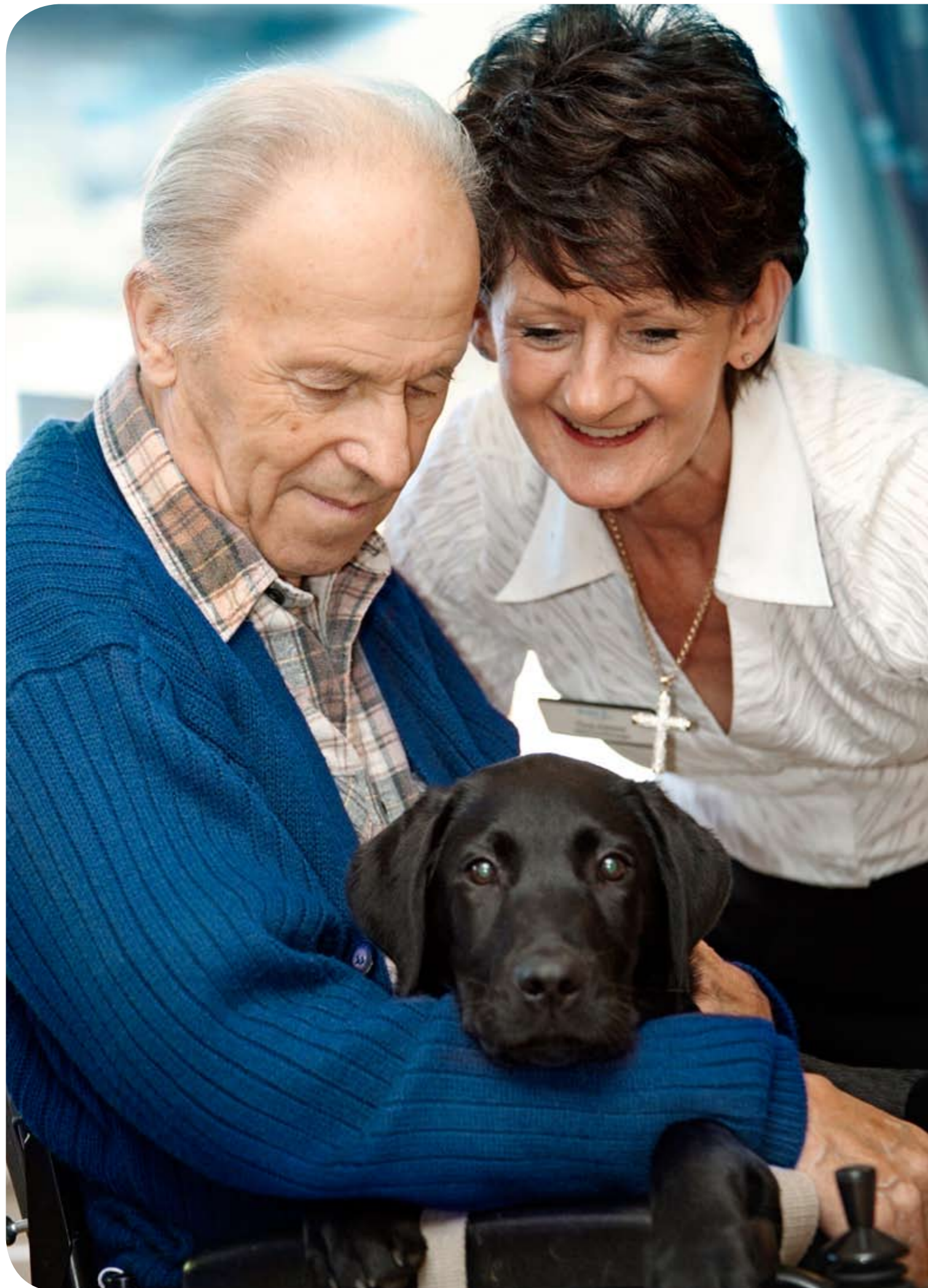
The internet can dramatically reduce the costs of interacting with the public and make it possible to use the insights of carers and families in completely new ways.

The web also allows anyone to easily express and share an opinion about the services they receive.

Patient Opinion aims to make the 'patient voice' more effective; and to do this in a way that supports busy staff and helps them to do their work better.

Bupa and Patient Opinion are partnering to understand how social media can be adapted to meet the needs of residents, families, staff and care homes.





# Supporting research

“Many projects address issues that are under-researched - we hope that some will enable more detailed research, while others will improve care.”

- Dr Clive Bowman, Medical Director, Bupa Care Services

# Improving healthcare support for care home residents



The Personal Social Services Research Unit (PSSRU) at the University of Manchester is being supported by Bupa to investigate the provision of specialist support to meet the physical healthcare needs of older people living in care homes.

Older care home residents have multiple and complex needs. Despite this, the NHS assigns their medical care to heavily burdened local GPs, most of whom have had no special training in the care of older people.

Research suggests that specialist multidisciplinary teams working together can improve older care home residents' health and quality of life, reducing mortality and disability. And while a number of local initiatives have been developed, little is known about their organisation and delivery, or their effectiveness.

This study has two main aims:

- To provide a baseline picture of existing services, identifying core variations in their organisation, activities and responsibilities; and
- To develop a categorisation and description of different models of service provision.

The study will provide data for later work to provide an evidence base for future design and commissioning of services for older people.

“Research suggests that specialist multidisciplinary teams, working together, can improve the health and quality of life of older residents.”

# Meeting the healthcare needs of people with neurological diseases

This project will produce guidance relating to the health and social care needs of individuals with Parkinson's disease and multiple sclerosis, and will develop work previously carried out for motor neurone disease.

It follows and describes the health and social care needs people are likely to require at each stage of the three conditions based on a range of evidence, including information and experience gained from people living with the conditions; health and social care professionals; and service commissioners.

The project, in partnership with Bupa, aims to help individuals who are affected by a long-term neurological condition and those who provide care and support in three main ways:

- Improving care outcomes through the adoption of best practice in neurological services;
- Improving the quality of life of family carers, partners, care staff and volunteers, by continuous improvement in care giving; and
- Empowering consumers through new approaches to care and more flexible forms of service delivery.

The project will help commissioners of healthcare to get better value for money and should lead to significant improvements in services for people living with neurological conditions, and their carers.



# Avoiding emergency hospital admissions of frail, older people



The Centre for Ageing Population Studies in the Department of Primary Care and Population Health at University College London and Bupa have worked together on a review of emergency admissions from a sample of care homes.

Emergency admissions of frail, older people to hospital from care homes can be a source of distress, confusion and increased risk for the individual.

The reasons for these admissions are unclear. This project analysed case records and carried out discussions with care home and hospital staff to clarify the causes for emergency admissions, and look at solutions that will allow remedial action to be taken where possible without transferring the person to an acute ward.

The findings challenge views about inappropriate admissions of older people from care homes to hospital, and present a more complex picture of how individuals with multiple problems are supported in homes and managed clinically in hospital.

Avoidance of hospital admission of acutely ill, frail, older people from care homes may require shifting the levels of skill and technical support available in hospitals into care homes.

# Understanding the food preferences of older people



This project - a collaboration between Bupa and the International Longevity Centre (ILC) - aimed to find a better understanding of the food and meal preferences of older people in care homes, and to understand how individual characteristics such as age, gender, ethnicity, culture and underlying health conditions may affect them.



For many people moving into residential care, the choice of what to eat is a key aspect of maintaining their independence and individuality.

The research explored ways in which residents' preferences are reflected in menu planning, the mechanisms in place to offer choice and the current best practice in homes across the UK.

The findings demonstrated the complexity of food choice and found that many care homes have become adept at blending choice and experience with health needs and the practicalities of running a home.

Of the 489 residents interviewed, 96% reported being satisfied with the food they received and 93% thought their food preferences were well met by the home.

## Improving nutrition quality for care home residents



This project is looking at the current state of nutrition support in care homes within a 10-mile radius of Queens and King George's Hospital, London.

It will then seek to find how to improve the quality of nutrition support in this area within two years.

The project is a partnership between Bupa and the Barking, Havering & Redbridge Hospitals NHS Trust.

It is reviewing and developing nutritional support for care home residents. The team will then provide specialist advice, direct clinical care along with ongoing education, training and support to nursing staff involved in the care of patients who are receiving nutritional support.

Team members will also act as role models to promote nutritional support while establishing and maintaining links between primary and secondary care providers to optimise continuity of care and improve patients' outcomes.

## Developing best practice in guarding against abuse

Bupa has partnered with Action on Elder Abuse to develop guidance and best practice for police officers investigating allegations of abuse in regulated care settings.

The project team have compared policies and procedures from a number of police services and five have now confirmed their involvement in the project: Suffolk, Sussex, the Metropolitan Police, West Midlands and Wiltshire.

The project team will now carry out interviews with police officers and visits to partner agencies in these areas, including residential homes, hospitals, day centres, social services, and advocacy services.

This work will provide a comprehensive picture of current activity which can then be used to identify strengths, weaknesses and areas of good practice in the investigations process.

As a result the team will be able to provide good practice guidance for investigations involving vulnerable adults through a range of media including DVDs and downloadable web-based content.

# Ensuring compliance in safeguarding vulnerable adults

THE UNIVERSITY of York  
The Department of Health Sciences

This partnership aims to produce a clinical management tool to measure levels of compliance of the Care Quality Commission (CQC) standards for care of vulnerable adults and the Vetting and Barring Scheme run by the Independent Safeguarding Authority (ISA).

The tool will be mapped against the CQC standards and the outcome standards in the 'Safeguarding Adults' report. It will then enable the development of focused education packages to meet the needs of staff and organisations.

The assessment tool and its education package have been trialled in a wide range of settings in North Yorkshire, including 90 students from the Hull York Medical School, a large NHS acute trust (where it helped achieve 72% compliance). It has also been used in a range of nursing and residential homes, and within the voluntary sector.

The project was highlighted at the regional dementia strategy meetings held in 2009, at Glasgow, London, Manchester, Newcastle, and Birmingham.

Its further development and roll-out may have huge impact on the quality of life of older people and as a tool for managers when self-auditing to meet CQC standards along with directing resources.

# Improving the prescribing of medication for older people

Bupa is working with Warwick Medical School to improve the prescribing of medication to older people in care homes.

Warwick  
Medical School

The study will undertake the most ambitious analysis to date of prescribing by GPs and hospital doctors to residents in UK care homes. Anonymised data for over 5,000 residents in 150 care homes is being generated from an established database. The team will compare observed prescribing patterns against guidelines for use of antibiotics, anti-psychotics, blood pressure drugs, and other medication. They will work with care homes, doctors and dispensing pharmacists to identify areas for improvement.

Preliminary work, examining nearly 200,000 medication administrations to 345 residents, has identified errors which may occur when care home staff administer prescribed medications. The project will also look at ways to improve this area.

The aim of the project is two-fold. Firstly, to compile a report comparing the patterns of prescribing and management to advise primary care trusts and others in developing medicines management in care homes. Secondly, it is hoped that the project will provide indicators to be used in audits and regulation of medicines management in care homes.

# Culturally appropriate care for diverse population groups



This project intends to increase knowledge of whether current understandings of culturally-appropriate care are sufficiently broad, flexible or responsive enough to address the needs of an increasingly diverse, ageing population.

The project aims to develop thinking and produce meaningful conclusions in an area of study which has seen little focus; the interplay of cultural influences and dementia in Scottish care homes.

This partnership between Bupa and the team from Aberdeen University will lead to improved service provision for people living with dementia in Scottish residential care settings and will inform good practice for commissioners and service providers.

# Assessing the future needs of people in long-term care



Bupa Care Services New Zealand is partnering with the University of Auckland on a new study into assessing the future healthcare requirements of older people.

The three-year study will produce detailed data on the effects of treatments on the need for hospital admissions and other care undertaken within residential aged care facilities.

This information will be used to inform government, district health board and organisations' policies on funding, staffing, medical cover and emergency care.

The study will benefit all aged care residents in Auckland and have positive implications for provision across New Zealand and internationally. In New Zealand around 30% of all people aged 85 and above live in residential aged care.


The project aims to:

- Establish an analysis of dependency levels and outcomes for people in long-term residential care in the Auckland region; and
- Describe national trends in rates of older people in residential care in New Zealand over time, including comparing census data by demographic variables.

This will provide national information on numbers in residential care and changes over recent decades, enabling regional comparisons to be made.



## Ensuring cleanliness through the best use of antibiotics

The North West London Hospitals   
NHS Trust



A study of antibiotic use in nursing and residential care homes is being conducted by North West London Hospitals NHS Trust.

Supported by Bupa, this is the first large-scale and in-depth project of its kind in England.

The initial aim is to describe current antibiotic prescribing practices in care homes and the project team are currently collecting baseline data.

In the second phase, the project team will develop standardised Long-term Care Facility Antibiotic Management Plans (LAMPs) which are specific for care homes.

They will also conduct a randomised, controlled trial to evaluate the impact of implementation of LAMPs on quantity and appropriateness of antibiotic prescribing.

## Communicating advice on care to nursing professionals



Bupa worked with Nursing Times, the UK's leading, independent weekly nursing magazine, to produce specialist advice supplements for nurses working in care homes.

Content was developed by the Nursing Times Practice Team who worked with leading experts in the field to identify subjects of interest and practical use to care home nurses.

The supplements included articles advising on:

- Getting residents involved in running a brain injury rehabilitation centre;
- Empowering care home nurses to help avoid Accident and Emergency admissions;
- Developing a service for the treatment of Huntington's disease;
- Improving nutrition for adults with learning disabilities;
- Coping with a flu pandemic; and
- Improving care of people with neurological disorders.

The supplements revealed both interest and enthusiasm for more information about care home nursing. A survey found that 75% of readers agreed that they delivered 'useful clinical information'.

Forewords for the supplements were provided by the Chief Nursing Officer for England, the director general of Age Concern, the chief executive of the English Community Care Association, and Health Minister Ivan Lewis.

## Providing comfort and care in the final stages of life



Barriers affecting the way that care is provided, often result in care home residents being transferred to acute hospitals in their last days or weeks, contrary to their wishes.

As a consequence, approximately a quarter of care home residents' deaths occur within hospital and this figure could be reduced with appropriate support and advice.

The Marie Curie Palliative Care Institute and Bupa are collaborating on a project to introduce the Liverpool Care Pathway for the Dying Patient (LCP) into 70 Bupa care homes across the UK.

All 70 homes have a named key champion for palliative care.

The LCP provides a pathway of care with a focus on controlling pain and other symptoms such as nausea, through nursing care with a focus on 'dignified death'.

Importantly, it also provides psychological and spiritual care and family support - both before and after the death of the individual.

The LCP has been recommended as best practice in two strategy documents on end-of-life-care by the UK's Department of Health.

## Managing end of life care in residential homes



The project was led by professor Malcolm Johnson at the Centre for Death and Society (CDAS). Part of the Department of Social and Policy Sciences, University of Bath, CDAS is the UK's only centre devoted to the study and research of social aspects of death, dying and bereavement.



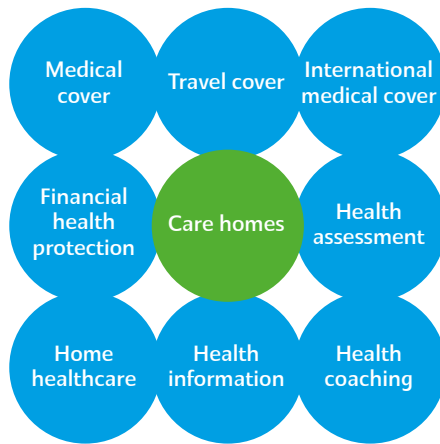
The project aimed to better understand current practices surrounding death in care homes in England and Wales, and to develop good practice guidelines, training and safe governance.

The study showed that, contrary to the commonly-held view, care homes provide impressive care, sensitivity and attention to the wishes of dying residents and their families.

Its conclusions included, firstly, the fact that care home staff's positive motivation to care and the life experience they bring to end of life is an undervalued resource. And, secondly, care homes across the board go out of their way to accommodate the needs of relatives when their next of kin are dying or have died.

“I have unexpectedly come to the conclusion that, for most older people, dying in a care home is likely to be a better experience than anything else on offer.”

- Prof Malcolm Johnson, Centre for Death and Society



### Come and visit us

The best way to find out more about Bupa care homes is to visit one of them. You can talk to the manager about your individual needs, and they can offer you advice on all aspects of our care.

**For details of your nearest home, please call 0845 600 4622  
or visit [www.bupa.co.uk/care-homes](http://www.bupa.co.uk/care-homes)**



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