Optimal NHS service delivery to care homes: a realist evaluation of the features and mechanisms that support effective working for the continuing care of older people in residential settings

Claire Goodman,¹* Sue L Davies,¹ Adam L Gordon,² Tom Dening,² Heather Gage,³ Julienne Meyer,⁴ Justine Schneider,⁵ Brian Bell,² Jake Jordan,³ Finbarr Martin,⁶ Steve Iliffe,⁷ Clive Bowman,⁴ John RF Gladman,² Christina Victor,⁸ Andrea Mayrhofer,^{1†} Melanie Handley¹ and Maria Zubair²

 ¹Centre for Research in Primary and Community Care (CRIPACC), University of Hertfordshire, Hatfield, UK
²Faculty of Medicine and Health Sciences, University of Nottingham, Nottingham, UK
³School of Economics, University of Surrey, Guildford, UK
⁴School of Health Sciences, City, University of London, London, UK
⁵School of Sociology and Social Policy, University of Nottingham, Nottingham, UK
⁶Guy's and St Thomas' NHS Foundation Trust, London, UK
⁷Research Department of Primary Care and Population Health (PCPH), University College London, London, UK
⁸Institute of Environment, Health and Societies, Brunel University London, UK

*Corresponding author c.goodman@herts.ac.uk †Phase 2 of the study

Declared competing interests of authors: Claire Goodman is a Senior Investigator at the National Institute for Health Research.

Published October 2017 DOI: 10.3310/hsdr05290

Plain English summary

Optimal NHS service delivery for care of older people in care homes

Health Services and Delivery Research 2017; Vol. 5: No. 29 DOI: 10.3310/hsdr05290

NIHR Journals Library www.journalslibrary.nihr.ac.uk

Plain English summary

Residents in care homes rely on primary health-care services for access to medical care and specialist services. The OPTIMAL study asked what features of health-care provision to care homes are associated with positive outcomes for residents, the NHS and care home staff.

First, we reviewed the evidence around working with care homes. Then, to test our developing theory of what works well and in what circumstances, we identified three sites that had organised health care to care homes differently. One had designated care home teams, one had invested in extra general practitioner provision to care homes and one had limited care home-specific provision. The care home managers in this third site had also received leadership training. We recruited four care homes per site and tracked the care that 242 residents received over 12 months. We interviewed residents, family members, health-care professionals and commissioners.

The findings indicate that NHS services to care homes should ensure that NHS and care home staff have time to discuss, plan and review care together both for individual patients and all residents. Commissioning of health-care services should recognise the importance of this work to the NHS and invest in personnel to work with care homes. It takes time for practitioners to learn how to work with care homes. When seeking to reduce demand from care homes on hospitals and other NHS services it is important that ongoing support, particularly for people with dementia, is still available to care homes.

© Queen's Printer and Controller of HMSO 2017. This work was produced by Goodman *et al.* under the terms of a commissioning contract issued by the Secretary of State for Health. This issue may be freely reproduced for the purposes of private research and study and extracts (or indeed, the full report) may be included in professional journals provided that suitable acknowledgement is made and the reproduction is not associated with any form of advertising. Applications for commercial reproduction should be addressed to: NIHR Journals Library, National Institute for Health Research, Evaluation, Trials and Studies Coordinating Centre, Alpha House, University of Southampton Science Park, Southampton SO16 7NS, UK.

Health Services and Delivery Research

ISSN 2050-4349 (Print)

ISSN 2050-4357 (Online)

This journal is a member of and subscribes to the principles of the Committee on Publication Ethics (COPE) (www.publicationethics.org/).

Editorial contact: journals.library@nihr.ac.uk

The full HS&DR archive is freely available to view online at www.journalslibrary.nihr.ac.uk/hsdr. Print-on-demand copies can be purchased from the report pages of the NIHR Journals Library website: www.journalslibrary.nihr.ac.uk

Criteria for inclusion in the Health Services and Delivery Research journal

Reports are published in *Health Services and Delivery Research* (HS&DR) if (1) they have resulted from work for the HS&DR programme or programmes which preceded the HS&DR programme, and (2) they are of a sufficiently high scientific quality as assessed by the reviewers and editors.

HS&DR programme

The Health Services and Delivery Research (HS&DR) programme, part of the National Institute for Health Research (NIHR), was established to fund a broad range of research. It combines the strengths and contributions of two previous NIHR research programmes: the Health Services Research (HSR) programme and the Service Delivery and Organisation (SDO) programme, which were merged in January 2012.

The HS&DR programme aims to produce rigorous and relevant evidence on the quality, access and organisation of health services including costs and outcomes, as well as research on implementation. The programme will enhance the strategic focus on research that matters to the NHS and is keen to support ambitious evaluative research to improve health services.

For more information about the HS&DR programme please visit the website: http://www.nets.nihr.ac.uk/programmes/hsdr

This report

The research reported in this issue of the journal was funded by the HS&DR programme or one of its preceding programmes as project number 11/1021/02. The contractual start date was in January 2013. The final report began editorial review in July 2016 and was accepted for publication in March 2017. The authors have been wholly responsible for all data collection, analysis and interpretation, and for writing up their work. The HS&DR editors and production house have tried to ensure the accuracy of the authors' report and would like to thank the reviewers for their constructive comments on the final report document. However, they do not accept liability for damages or losses arising from material published in this report.

This report presents independent research funded by the National Institute for Health Research (NIHR). The views and opinions expressed by authors in this publication are those of the authors and do not necessarily reflect those of the NHS, the NIHR, NETSCC, the HS&DR programme or the Department of Health. If there are verbatim quotations included in this publication the views and opinions expressed by the interviewees are those of the interviewees and do not necessarily reflect those of the authors, those of the NHS, the NIHR, NETSCC, the HS&DR programme or the Department of Health.

© Queen's Printer and Controller of HMSO 2017. This work was produced by Goodman *et al.* under the terms of a commissioning contract issued by the Secretary of State for Health. This issue may be freely reproduced for the purposes of private research and study and extracts (or indeed, the full report) may be included in professional journals provided that suitable acknowledgement is made and the reproduction is not associated with any form of advertising. Applications for commercial reproduction should be addressed to: NIHR Journals Library, National Institute for Health Research, Evaluation, Trials and Studies Coordinating Centre, Alpha House, University of Southampton Science Park, Southampton SO16 7NS, UK.

Published by the NIHR Journals Library (www.journalslibrary.nihr.ac.uk), produced by Prepress Projects Ltd, Perth, Scotland (www.prepress-projects.co.uk).

Health Services and Delivery Research Editor-in-Chief

Professor Jo Rycroft-Malone Professor of Health Services and Implementation Research, Bangor University, UK

NIHR Journals Library Editor-in-Chief

Professor Tom Walley Director, NIHR Evaluation, Trials and Studies and Director of the EME Programme, UK

NIHR Journals Library Editors

Professor Ken Stein Chair of HTA and EME Editorial Board and Professor of Public Health, University of Exeter Medical School, UK

Professor Andrée Le May Chair of NIHR Journals Library Editorial Group (HS&DR, PGfAR, PHR journals)

Dr Martin Ashton-Key Consultant in Public Health Medicine/Consultant Advisor, NETSCC, UK

Professor Matthias Beck Chair in Public Sector Management and Subject Leader (Management Group), Queen's University Management School, Queen's University Belfast, UK

Dr Tessa Crilly Director, Crystal Blue Consulting Ltd, UK

Dr Eugenia Cronin Senior Scientific Advisor, Wessex Institute, UK

Dr Peter Davidson Director of the NIHR Dissemination Centre, University of Southampton, UK

Ms Tara Lamont Scientific Advisor, NETSCC, UK

Dr Catriona McDaid Senior Research Fellow, York Trials Unit, Department of Health Sciences, University of York, UK

Professor William McGuire Professor of Child Health, Hull York Medical School, University of York, UK

Professor Geoffrey Meads Professor of Wellbeing Research, University of Winchester, UK

Professor John Norrie Chair in Medical Statistics, University of Edinburgh, UK

Professor John Powell Consultant Clinical Adviser, National Institute for Health and Care Excellence (NICE), UK

Professor James Raftery Professor of Health Technology Assessment, Wessex Institute, Faculty of Medicine, University of Southampton, UK

Dr Rob Riemsma Reviews Manager, Kleijnen Systematic Reviews Ltd, UK

Professor Helen Roberts Professor of Child Health Research, UCL Institute of Child Health, UK

Professor Jonathan Ross Professor of Sexual Health and HIV, University Hospital Birmingham, UK

Professor Helen Snooks Professor of Health Services Research, Institute of Life Science, College of Medicine, Swansea University, UK

Professor Jim Thornton Professor of Obstetrics and Gynaecology, Faculty of Medicine and Health Sciences, University of Nottingham, UK

Professor Martin Underwood Director, Warwick Clinical Trials Unit, Warwick Medical School, University of Warwick, UK

Please visit the website for a list of members of the NIHR Journals Library Board: www.journalslibrary.nihr.ac.uk/about/editors

Editorial contact: journals.library@nihr.ac.uk