

# Managing referrals, Fee challenges and Occupancy

Tony Thiru

C&SW General Meeting  
28 March, 2019

# Quality drives business



Can you guess?



# Mind your KLOEs

1 in 5 homes have dropped in ratings (Source: CQC)

# Protect your ratings







Challenge CQC when you have to

Glebe Care Limited  
**Glebe House Care Home  
 (Nursing)**  
**Inspection report**

Church Lane  
 Chaldon  
 Caterham  
 Surrey CR3 5AL  
 Tel: 01883 344434  
 Website: [www.glebe-house.com](http://www.glebe-house.com)

Date of inspection visit: 10 March 2015  
 Date of publication: 01/07/2015

Ratings

Overall rating for this service	Good	
Is the service safe?	Good	
Is the service effective?	Good	
Is the service caring?	Good	
Is the service responsive?	Good	
Is the service well-led?	Good	

Overall summary

Glebe House is a residential home which provides nursing care, and accommodation for up to 41 older people with physical health needs some of who are living with dementia. One person said "The staff are well qualified, they are very caring people." Respite care is also provided (Respite care is short term care which gives carers a break by providing care away from home for a person with care needs).

On the day of our inspection there were 38 people living in the home. This inspection took place on 10 March 2015 and was unannounced.

The home did not have a registered manager. A registered manager is a person who has registered with the Care Quality Commission to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting

Glebe Care Ltd

# Glebe House Care Home (Nursing)

## Inspection report

Glebe House, Church Lane  
Chaldon  
Caterham  
Surrey  
CR3 5AL

Date of inspection visit:  
06 June 2017

Tel: 01883344434  
Website: [www.glebe-house.com](http://www.glebe-house.com)

### Ratings

Overall rating for this service	Requires Improvement ●
Is the service safe?	Requires Improvement ●
Is the service effective?	Requires Improvement ●
Is the service caring?	Requires Improvement ●
Is the service responsive?	Requires Improvement ●
Is the service well-led?	Requires Improvement ●

Glebe Care Ltd  
 Glebe House Care Home  
 (Nursing)

**Inspection report**

Glebe House, Church Lane  
 Chaldon  
 Caterham  
 Surrey  
 CR3 5AL

Date of inspection visit:  
 06 September 2017

Date of publication:  
 26 September 2017

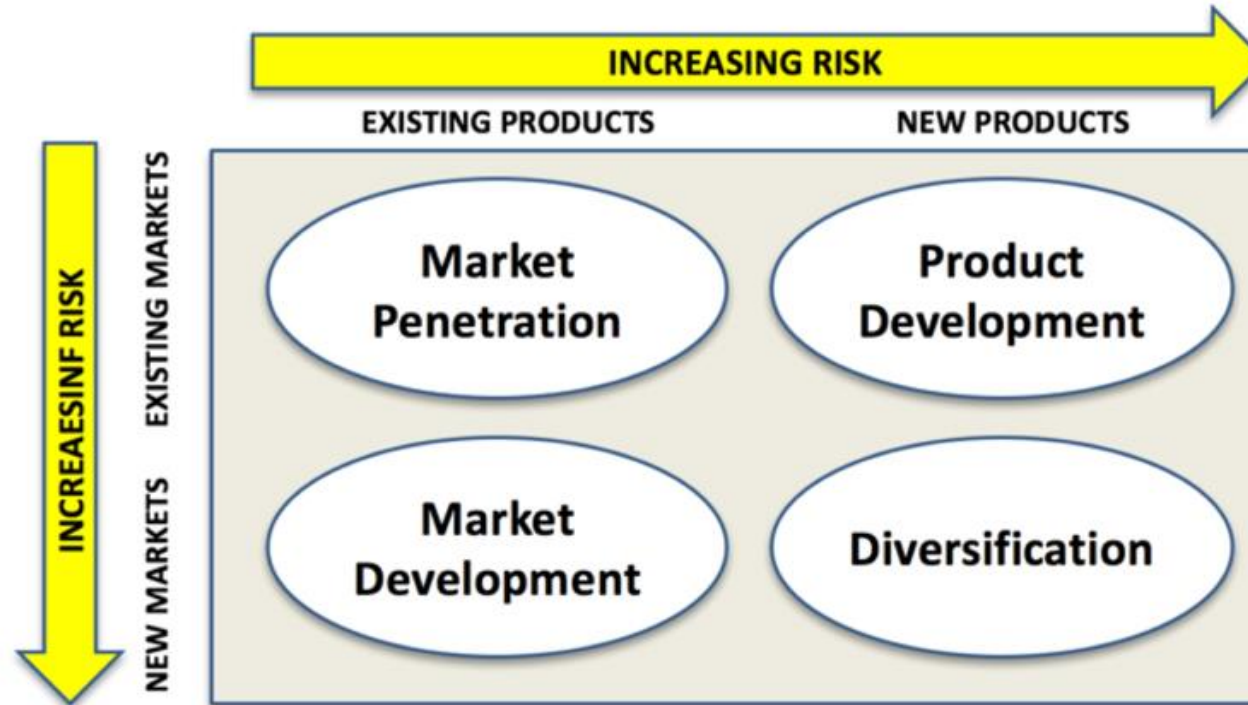
Tel: 01883344434  
 Website: [www.glebe-house.com](http://www.glebe-house.com)

Ratings

Overall rating for this service	Good ●
Is the service safe?	Good ●
Is the service effective?	Good ●
Is the service caring?	Good ●
Is the service responsive?	Good ●
Is the service well-led?	Good ●



# Developing Business – Demand led



# Engage, Engage, Engage...

Are you engaging with the various touch points?

- Commissioners
- Health professionals
- Other professionals
- Community

Consider local demand



# Market penetration example

## Residential home, Surrey



### **Aug 2016**

- CQC warning notice
- Institutional safeguarding
- 12 out of 40 (30%)
- Private fees £500 pw

### **Feb 2017**

- CQC – Good rating (occupancy still 30%)

### **Apr 2017**

- 32 out of 40 (80%)
- New residents at £750 pw



# Product Development example: Nursing Home, South East



## **Before**

- Requires improvement
- 33% occupancy
- Max private fees £600 pw

## **After (post 4 months)**

- Full occupancy with waiting list
- New admissions at £950+ pw

# Nursing home, Surrey (25 beds)



- “Rabbit warren”
- Good rated; no reputational issues
- Stable staff team
- Some vacancies as difficult to recruit in the area

What do you think the fees are?

**£2100 pw!!**

# Is the Enquiry Handling process robust?

- When was the last time you mystery shopped your service?
- Enquiry log: needs to work both during and out of office hours
- Consider customer service training for all staff

# Challenge mindsets on fees

- Private fees: shatter the glass ceilings
- Review fees against needs
- Cost sheets: Own or locality based

IF YOU DON'T ASK,  
YOU DON'T GET.

ASK FOR THE SALE.  
ASK FOR THE BUSINESS.  
ASK FOR HELP.

JUST ASK!

# Marketing

- “Invest” in marketing:
  - Online and offline
  - In-home and out of home

“Invest” does not necessarily mean “lots of money”

- Don’t underestimate low cost PR or direct marketing





MANAGEMENT SUPPORT FOR CARE HOMES

[www.fulcrum.care](http://www.fulcrum.care)