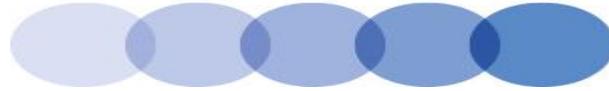


DRIVING UP QUALITY



Driving Up Quality Code

Driving Up Quality in
Learning Disability Services

Managers Network

Bristol 30th October 2015



The Code in Context

- What we saw on our TV screens
- Have we not learnt any lessons from the past?
- Time that providers took responsibility for ‘bad’ things
- Stop shifting the blame to Commissioners and Regulator
- Stop wasting our energies trying to justify our mistakes



We need clarity about what is **RIGHT** and what is **WRONG**

- Bad things happen when leaders forget why they are here
- What are our values and guiding principles
- We must know what is right and what is wrong
- Judging people's lives by minimum standards
- Low or no aspirations



Background to the Code

- This code is part of what we promised to do under the post Winterbourne View action plan and the Concordat
- About 80% of provider organisations in England are members of the organisations in the alliance, making us unique
- In February 2013 we held national consultations on the code with providers commissioner, users, families and the CQC
- In July 2013 we held consultations on the codes toolkit with commissioners, families and users of services.
- The Minister for Care and Support launched the code 11th September 2013



The Code Aims to:

- Drive up quality in services for people with learning disabilities that goes beyond minimum standards
- Create and build passion in the learning disability sector to provide high quality, values-led services
- Provide a clear message to the sector and the wider population about what is and what is not acceptable practice
- Promote a culture of openness and honesty in organisations



What did people who use services and their families tell us?

- Tiered of empty jargon; complex processes – smoke and mirrors
- Open and honest conversations
- Complacency and mediocrity we suffer in this sector
- Just want to sit down and talk - to be heard and have their expertise acknowledged, valued and used

Lessons to ponder

1. Support is focussed on the person
2. The person is supported to have an ordinary and meaningful life
3. Care and support focuses on people being happy and having a good quality of life
4. A good culture is important to the organisation
5. Managers and board members lead and run the organisation well





So what do we do next?

Self Assess

Be Reflective

- stand back; take a deep breath and really think about what you are doing- something we don't get enough time to do . It is an opportunity to get beyond what 'good and bad' service provision looks like to what it may feel like if you are on the receiving end of support

Be Honesty and openness:

- have open and honest conversations about your work, how you do it and why you do it. Think about your guiding principles and decision making process and examine their impact on the lives of the people being supported and their families

Be Inclusive:

- Make sure the process is inclusive and is carried out with the people you support, families, support staff and external colleagues.



Reporting your self- assessment

- The Self Assessment has been set out deliberately to encourage organisations to think more carefully about how they operate .
- It aims to avoid a tick box approach.
- It encourages you to share examples of ‘Good’ and ‘Bad’ practice
- It asks you to think about examples of what ‘good’ looks like in PRACTICE
- It helps you to question yourself and your organisation
- It encourages you to listen to what others think of you as an Organisation



Statutory Regulations

- **The code is a great fit with Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 20: Duty of Candour:**

“ The intention of this regulation is to ensure that providers are open and transparent with people who use services and other 'relevant persons' (people acting lawfully on their behalf) in general in relation to care and treatment. It also sets out some specific requirements that providers must follow when things go wrong with care and treatment, including informing people about the incident, providing reasonable support, providing truthful information and an apology when things go wrong”



Statutory Regulations

- **The code is a great fit with Regulation 5: Fit and proper persons: directors**

“The intention of this regulation is to ensure that people who have director level responsibility for the quality and safety of care, and for meeting the fundamental standards are fit and proper to carry out this important role”

the individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed”



Extract From Inspection Report “Well Lead” rated Outstanding

The provider had signed the ‘Driving up Quality Code’ in September 2013. This is a government endorsed code which aims to drive up quality in learning disabilities services and promote a culture of honesty and transparency. In September 2014 Choice Support produced a report on their actions in response to the code. This detailed the feedback the service had obtained from people, their families and service commissioners about the quality of services across the country and detailed the actions planned to make improvements. Actions covered issues such as improving the involvement of people in recruitment and staff selection, involving people’s families in training more and making sure staff know how to support people to get involved in their homes and communities. Staff and managers we spoke with were aware of the provider’s goals in these areas and explained how they were putting them into practice with the people they worked with. This demonstrated the provider had ensured staff understood how to ensure the service developed in line with people’s views and the provider’s vision and values.



Sharing Examples of Self Assessments

- **There is no set way to do your self assessment**
- **They can be done for a whole organisation**
- **They can be done for an individual and their team or service**
- **They can help you focus on one small part of what you do in more detail**
- **However to be successful they must be:**

Inclusive

Paper and tick box free

Fun



An Example of an Organisational Self Assessment

choicesupport
make life more interesting

- 14 days across the organisation in 1 year
- Invite people we support and their families; support staff; managers; all 'central office' staff'; commissioners, care managers, housing providers
- Each session chaired by a Trustee
- Each event was a cross between a café conversation and a speed date
- Fast and focused conversations where people were encouraged to be honest and open



Support is focused on the person:

Good things

There were many examples of people choosing staff based on their own personal person specification. Families told us they were involved in recruiting staff and had been asked to take part in their induction and on-going training.

There was a real effort to only use staff who knew the person well. People liked the flexible approach taken to support planning and that families were involved in planning and decision making with their relative. People felt that planning using the Reach standards was good and it was a better if it was led by families or the person themselves.

There were some examples of how good planning helped people 'move on' in situations where they were not happy. People felt that using Quality Checkers and surveys was a good way to listen to people and liked the survey that focused on families.

People told us the use of Individual Services Funds and more flexible funding in general was a good thing. There were good examples about the use of volunteers and people felt there was a willingness to change the way they provided support based on feedback from families and people they supported. They told us they tried to listen to people when things 'went wrong' and found the input from advocates and other professional really useful – people thought having other people to speak up for people was really important.



Bad things

People told us that often it can be the ‘same’ people on interview panels and the process for matching people we support to their new staff can be rushed. People felt the generic support worker and keyworker roles were not in keeping with the new flexible funding and the expectations of people and their families.

There is still a poor understanding of issues around mental capacity and this can bring staff into conflict with families and care managers/commissioners. Families also felt that their expertise is not always asked for. People told us that too many people only have paid supporters in their lives and the balance of paid and more ‘natural’ support is far from being equal.

We were told that at times people felt pressured to fill ‘voids’ by the funding authority as there is not enough suitable housing or it is the easiest option. People told us that we are too slow to challenge when it is clear that the support we are offering is not working and can use the excuse of lack of advocacy or lack of a named care manager for our in action.



Action	By When?	Where are we now?
<p>1. Ensure that individualised Support Worker/PA job descriptions are in place for every person that we support. As a first step Regional Directors should identify those services that do not have individual job descriptions in place and produce a plan for moving this forward and share will managers and Trustees.</p>	<p>End of April 2014</p>	
<p>2. To develop new guidance for staff on friendship and paid support. As a first step share the work of the 'friendships working group' with staff and managers.</p>	<p>End of March 2014</p>	
<p>3. Work with the 'Our Rights Group' to help people develop new ways to get involved in recruiting and matching of their staff. As a first step 3 managers (1 from each region) to meet with the 'Our Rights Group' to look at the issues and develop a plan.</p>	<p>End of March 2014</p>	



<http://www.drivingupquality.org.uk/home>

The Driving Up Quality Code is a code for providers

and commissioners. *Signing up* is a commitment

to driving up quality in services for people with learning disabilities.

[Sign up to the code...
drivingupquality.org.uk](http://www.drivingupquality.org.uk)