

Driving Up Quality

Audit of the current situation in the East Midlands

1. Support is focussed on the person

What we are doing well

- Everyone supported has a PCP, Support Plan, HAP and Communication Passport
- All staff are provided with training to meet the support needs of the tenants and any changes in support
- The tenants who moved as part of the 'Hospital closure programme' had compatibility work undertaken to ensure 'best fit'. As new people look to move in they visit and meet the existing tenants to see if all parties are happy with the proposed move.
- Tenants are given the opportunity to get involved in recruiting new staff. This usually takes the form of an informal part of the process with feedback to the appointing team leader & manager to be considered as part of the final decision as to whether to recruit or not.
- Very few people we support have 'informal networks' of unpaid support.
- When anyone achieves an outcome from the PCP this is celebrated locally.
- The results of the annual user questionnaire are shared with tenants and staff, with a local action plan drawn up and reviewed.
- The views of families and friends are sought on an 'As and When' basis. The resultant changes (if there are any) in how we work are fed back.
- Whilst there are some 'routines' in place for most of the people we support, these are individual and not common for everyone. There is always the option to alter routines if the tenant wants to undertake a different activity or undertake the routine at a different time.

What we could do better

- Whilst the quality checkers have been in historically this hasn't happened for some time now.
- Historically whilst training opportunities have been open to tenants and their families we have not actively made this apparent.

Actions

- Discuss with tenants what the quality checkers do and see if any tenants want to invite them over to undertake an audit.
- Be more proactive in letting tenants and families know of any training that is upcoming that they may wish to attend.

2. The person is supported to have an ordinary and meaningful life

- The tenants are encouraged and supported to meet their friends on a regular basis.
- The tenants are supported and encouraged to form new friendships if they wish to do so.
- Some of the tenants we support have either voluntary or paid work.

- All the tenants are supported to regularly utilise the local community facilities such as leisure centres, cinemas, restaurants etc.
- Everyone we support lives in 'standard housing stock' in their local communities and they interact with the other local residents.
- In the East Midlands service area the people we support are shown to live longer on average than the national population of people with a learning disability.
- In no situation are tenants prevented from undertaking anything they wish to do, even when there is an inherent risk. We work with the tenants to identify ways of mitigating risks if they are not removable so that they can undertake and enjoy the activity.

3. Care and support focuses on people being happy and having a good quality of life

- Each person supported has a support plan which is reviewed regularly.
- Everyone who wants a PCP has one and it is reviewed with them regularly.
- If there are any concerns raised about staff performance (from tenants, families, other professionals or other staff members) these are dealt with through our policies. This may result in extra training and/or disciplinary action.
- Feedback from our CQC inspector in 2013 indicated that they were pleased to see an organisation truly providing supported living and meeting people's needs, wishes and aspirations and not just providing a 'residential service' dressed up as supported living.
- All staff undertake regular updates of their mandatory training. Additional training is also provided to staff when someone we support has a specific support need.
- The organisations values are reinforced via many formats and venues. Such as supervisions, team meetings, training, staff website and newsletters.
- Locally there is a philosophy of experiential learning. If someone has an idea they feel will assist in the tenants having better outcomes in their lives, we will quickly look at it and implement it with regular reviews. If it proves a success we will look to roll it out further.
- We have regional meetings which allows for the sharing of ideas etc. tenants are also invited to the organisations 'Get Connected' group which is facilitated by our PCP co-ordinator and Quality Checkers.
- By recruiting to 117% we are able to minimise the use of agency staff and therefore enhance the quality of the support offered to the tenants.
- Staff annual leave is planned at least two months ahead with team leaders being actioned to ensure that everyone takes half of their leave in each 6 month period.

What we could do better

- We are beginning to use 'values based' recruitment, but this needs rolling out fully.
- We do ask staff to record their skills, knowledge and interests so that we can match these with tenant's skills, knowledge and interests. However, not all staff do this and it could be better utilised.

- Rota's are built around the support needs and wishes of the tenants and staff are, in general, flexible in their working. However, it would enhance the tenants lifestyles more if staff were more flexible.
- Feedback is occasionally sought from the people we support and their families to provide feedback to staff during their appraisal. This needs embedding further and to be used for staff supervisions and probationary reviews.

Actions

- Build on values based recruitment to ensure it is used in all staff recruitment.
- Draw up a comprehensive database of all staff skills, knowledge and interests to ensure we are able to match staff comprehensively to skills, knowledge and interests of the people we support.
- Role out use of individualised rotas to ensure we are able to identify each person we support are utilising their identified hours of support.
- Regularly seek feedback from tenants and their families to form part of staff supervisions, appraisals and probationary meetings.

4. A good culture is important to the organisation

- There is an 'open door' policy which allows staff to contact the local and senior management if they wish to discuss anything.
- Heritage Care does have a full and active board member who is someone we support.
- A culture of learning is inherent within the local support services. If there is a 'negative' incident a local meeting is held with relevant and affected individuals to see what learning can be ascertained and how we might change the way we do things locally.
- The people we support are welcome to attend the organisations 'Get Connected' group meeting.
- Local managers attend meetings held and run by the local authority. Any useful information is then shared across the region.

What we could do better

- Senior managers visit the tenants, but this is not as frequent as they would like.
- It is some time since the quality checkers have undertaken an audit.

Actions

- Senior manager to visit all tenants and discuss frequency of their visits and see what the tenants would like. Evaluate if this is possible and draw up a timetable so all tenants and staff know when it is hoped they will visit.
- Discuss with tenants what the quality checkers do and see if any tenants want to invite them over to undertake an audit.

5. Managers and board members lead and run the organisation well

- A reflective and reflexive approach to management is inherent locally.

- The local managers and senior manager have a good handle on what is happening locally.
- There is a national lead within the organisation for ensuring best practice is utilised when supporting people who present challenges to their environment and those around them.
- There are regular reports to the organisations board on various statistics such as safeguarding alerts, comments and complaints etc. The local management team have to provide updates to the board.

What we could do better

- Senior managers visit the tenants, but this is not as frequent as they would like.
- There currently isn't an identified member of Heritage Care's board for the East Midlands who could form a relationship with the people we support by visiting several times a year.

Actions

- Senior manager to visit all tenants and discuss frequency of their visits and see what the tenants would like. Evaluate if this is possible and draw up a timetable so all tenants and staff know when it is hoped they will visit.
- Discuss options for identifying a Board member who would be able to visit several times a year to form a better understanding of the support we provide and the people we support with the Director of Care & Support.