



Driving Up Quality and Think Local Act Personal

Summary and Actions

Introduction

We signed up to the Driving Up Quality Code on 27th January 2014, this underlined our commitment to providing the best possible quality of support and to be open and transparent with the people who use our services, their families, and their staff. This includes sharing when we get things right as well as when we don't.

We have asked different stakeholders to comment on how they feel we perform in each area of the five key areas of Driving Up Quality which are as follows:

- ✓ **Support is focused on the person: If you start with what the person wants and needs you are more likely to get it right.**
- ✓ **The person is supported to have an ordinary and meaningful life: communities, family and friends, work, learning and fun are what give life meaning.**
- ✓ **Care and support focuses on people being happy and having a good quality of life: staff need the skills and attributes to enable the people they support to be happy and enjoy their lives.**
- ✓ **A good culture is important to the organisation: people that receive support are usually the best people to ask about the quality of support.**
- ✓ **Managers and Board members lead and manage the organisation well: organisations should be run primarily for the benefit of those they support.**

We have regular forums with staff, families and the people we support to seek feedback on the services we provide to shape future improvements. We used these forums to gather views and opinions to help us shape our strategy and identify areas where we do well and areas that we need to improve. As part of these forums the Chief Executive and at least one trustee attends so that messages from the heart of the organisation do not get diluted by the time they reach the senior management.

We shared our thoughts with our staff forum, family forum, service user forum, and with commissioners. Feedback received from these has been critical in producing the actions and assessments contained in this document and we are grateful to stakeholders for taking the time to allow us to form a holistic view of our services.

As part of our commitment to quality we have also reviewed and agreed our key organisational priorities with the three forums referred to above in line with 'Making It Real'. This told us that our top three priorities in addition to the Driving Up Quality areas are as follows:

- ✓ **People who use the service have access to easy to understand information about care and support which is consistent, accurate, accessible and up to date.**
- ✓ **We need to ensure that leaders at every level of the organisation work towards a genuine shift in attitudes and culture, as well as systems.**
- ✓ **People we support can decide on the kind of support they need and when, where and how to receive it.**

The following section provides detail on how we will respond to Driving Up Quality and the actions we will take to improve on what we do and how we do it.



Our Driving Up Quality Plan



- 1. Support is focused on the person: If you start with what the person wants and needs you are more likely to get it right.**

Good things

- ✓ We have a track record of working with stakeholders to look at new ways of working e.g. Just Enough Support, My Life My Support.
- ✓ We do not have any residential services meaning that people have greater choice and control over where they want to live and who they want to live with. This includes a blend of people who live in a supported tenancy, private sector tenancy, or in other environments such as living with a family member.

- ✓ Our Chief Executive Officer attends every service user forum.
- ✓ Service users chair their forum.
- ✓ New services are built around the needs of the individual or a group of people.
- ✓ The people we support often have good local networks including people who are not paid to be in their lives.
- ✓ Whilst we have a small number of voids these are only filled by people who choose them. When voids are in shared environments a move will not take place until the person has met their potential housemates and everyone has agreed with the move in.
- ✓ We have invested in a range of training approaches including classroom based training for our staff so that their induction is more thorough than solely relying on other approaches such as issuing workbooks or online training. Whilst this costs us more financially we believe there are greater benefits in terms of the quality of training.
- ✓ We listen to family members to learn from their knowledge and change things if they are not right.

Bad things

- ✗ The people we support are not always involved in the initial interview for their staff.
- ✗ Person centred plans that reflect the latest best practice are not uniformly in place.
- ✗ We need to make better use of technology (e.g. audio / visual, tablets, etc) to give people more ways to communicate what they want.

Actions

Action	By When?	Where are we now? 
Continue to be an active partner with stakeholders to look at new ways of working.	Ongoing	

		
Service users to be regularly involved in interviewing for their staff and feeding back on the quality of staff.	February 2015	
Continue to highlight and work in partnership when we feel commissioning practice is making it hard for us to provide a good service that promotes wellbeing. Explain to staff how they can highlight these concerns to put into action.	Ongoing	
Every service user that wants a person centred plan has this in place and this reflects latest best practice. We will use our PCP audit to co-ordinate this work.	April 2015	
We need to complete our "Family Charter" that represents our commitment to working with families and what they can expect from us as a service. Signpost family to Lancashire family forum.	December 2014	
Service Users are actively signposted to use external advocacy support. Invite advocates to forums.	November 2014	
Explain more to more staff about welfare rights and what people be eligible to claim.	April 2015	
Ensure people who want a keyworker can have a keyworker (domiciliary larger packages) to ensure PCP, quality audits etc are completed.	February 2015	



2. The person is supported to have an ordinary and meaningful life: communities, family and friends, work, learning and fun are what give life meaning.

Good things

- ✓ We have excellent local networks with local organisations.
- ✓ We have a track record of supporting people with complex needs to move from hospitals and secure settings into their own home.
- ✓ We establish interest groups for people to serve all local service users, not just those supported by Ormerod
- ✓ We nurture service user led businesses by offering free business support and advice during their 'start-up' phase.
- ✓ Service users contribute to their local communities and are generally happy and healthy.

Bad things

- ✗ Limited funding for support means that sometimes there are restrictions on staff availability.
- ✗ We need to support more people into paid employment of their choosing.

Actions

Action	By When?	Where are we now? 
Continue to expand our community networks across the Blackpool Fylde & Wyre area and respond to demands for new groups as requests are received.	Ongoing	
Continue to be a provider that focusses on serving the communities of Blackpool, Fylde, and Wyre.	Ongoing	
Where funds are felt to be insufficient for a service user's needs that we support them to request a meeting with their Social Worker to relook at this.	Ongoing	
We need to improve the number of people we support who are in paid employment that they	Ongoing	

choose. Use our local knowledge to our advantage to help people find paid employment they want and have chosen.		
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3. Care and support focuses on people being happy and having a good quality of life: staff need the skills and attributes to enable the people they support to be happy and enjoy their lives.

Good things

- ✓ We responded to feedback in February 2014 from stakeholder groups and changed the way we train and induct staff to have more 'classroom based' sessions in place of on-line or workbook based learning.
- ✓ We participate in other organisation's training, and some participate in ours to ensure the local social care workforce is improved. This allows cross pollination of best practice for the overall improvement of services not only to the people we support, but for the wider learning disability community.
- ✓ We train our staff beyond minimum standards to provide a higher overall service quality.

Bad things

- ✗ Limited funding means that we cannot always provide every training course that our staff would like to do.
- ✗ Staff and service users have told us that the rooms that are used by them (e.g. for training, activities, and forums) are in need of redecoration.
- ✗ Sometimes when sickness and annual leave is high then we redeploy staff more than we would like.
- ✗ The productivity of some of our team meetings needs to improve to ensure they remain focussed on the key issues.

Actions

Action	By When?	Where are we now? 
Continue to invest in our staff and their training so they feel valued and respected as critical members of our organisation.	Ongoing	
Communication with and between staff needs to improve so people understand what is happening and so they feel valued and respected. Look at ways to improve the understanding of the roles and tasks of managers to Support Workers to promote awareness.	April 2015	
Continue to work in partnership with local agencies to share training resources and deliver the latest best practice – e.g. by continuing the Building Blocks training.	Ongoing	
Monitor the new approaches to staff induction and training and review areas of good practice and areas of learning. This will be part of us working continuously to improve what we do for the people we support. Part of this needs to include more vibrant ways to train to engage trainees. Look at ways to involve Support Workers who want to be involved to deliver training	Ongoing	
Look at ways to increase current levels of service user involvement in training and ensure service user's staff profiles highlight their specific training needs. E.g. service users involved in <u>proper</u> food preparation training.	Ongoing	
We need to distribute our feedback questionnaire to stakeholders for 2015.	June 2015	
Review the relationship between meetings (e.g. SMT to Team meetings) to ensure that key issues are discussed and feedback goes up	April 2015	

and down the chain. Supervisions need to be done in a proper manner and on time.		
We need to have a more robust and pre-emptive recruitment pipeline focussed on the needs of people that means that any staff redeployment due to unforeseen events is kept to a minimum.	Ongoing	
Provide more opportunities for staff to develop their skills by supporting other people with different needs, for this to be balanced against consistency of support.	February 2014	
We need to redecorate our training rooms to create a more modern and vibrant learning space that demonstrates our commitment to the people we support, our workforce, and their surroundings.	October 2014	



4. A good culture is important to the organisation: people that receive support are usually the best people to ask about the quality of support.

Good things

- ✓ We have a strong cultural ethos that the person we support must always come first.
- ✓ We believe that feedback from key stakeholders including service users, families, staff, commissioners, Health Professionals and CQC is a vital component in delivering a good service. We accept criticism and complaints as an opportunity to do things better in the future.
- ✓ 'Senior Management' can be accessed by service users, staff, and families.
- ✓ We have launched our new vision where every person we support and every person we employ feels respected and valued.

Bad things

- ✘ We need to do more to ensure that our cultural vision is in place in all the services we provide.
- ✘ We need to continue to be vigilant of staff cliques where culture and practice may start to deviate from organisation culture and practice.

Actions

Action	By When?	Where are we now?
		
We must continue to meet with stakeholders and continuously strive to improve the quality of what we do and never be complacent.	Ongoing	
If we feel cliques have developed we will address this in partnership with service users, families, and the staff members.	Ongoing	
We need to drive forward with our vision that every person we support and every person we employ feels respected and valued.	Next 12 months	
We need to find new ways to motivate and incentivise staff and encourage recognition e.g. awards etc.	Ongoing	



- 5. Managers and Board members lead and manage the organisation well: organisations should be run primarily for the benefit of those they support.**

Good things

- ✓ Families have a good representation on our Board of Trustees.

- ✓ Trustees have a broad range of skills and business experience ranging from small business through to large multi-national organisations.
- ✓ The Chief Executive Officer and trustees attend service user, family, and staff forums to hear feedback directly from our key stakeholders.
- ✓ As a charity / not for profit organisation we are run solely for the benefit of people we support, this is reflected in our constitution. Our governance and financial structure genuinely supports full and meaningful lives for the people we support including reducing levels of support where independence increases. This also means that 100% of funding received is used for providing support to people as we are not ruled by shareholders / private investors who insist on levels of profit that leave the organisation and are therefore not used to fund services for people.
- ✓ We are a local charity and employer meaning that the money we are paid for the support we provide remains within the local Lancashire and Blackpool economies.

Bad things

- ✗ We do not have service user trustees at the current time
- ✗ We need to recruit more trustees to diversify skills and knowledge base.
- ✗ We need to do more regarding feedback on service user's experience of our service.

Actions

Action	By When?	Where are we now?
		
Continue to ensure that family members have representation on our Board of Trustees.	Ongoing review	
Increase the numbers of trustees via active recruitment programme	October 2014	

Need to ensure that <u>all</u> grades of the organisation have regular contact with people we support to understand the challenge of the Support Worker job.	January 2015	
We need a better way to answer calls and messages to be more responsive to staff and people we support.	November 2014	
We need to agree an approach to ensure a direct service user voice to our trustees in addition to the service user forum.	November 2014	



Our Think Local Act Personal & Making It Real plan

The following section provides detail on how we will respond to our priorities for Think Local Act Personal and the actions we will take to improve on what we do and how we do it.

1. People who use the service have access to easy to understand information about care and support which is consistent, accurate, accessible and up to date.

Action	By When?	Where are we now? 
Revise and modernise our service user information so that it is more accessible to people we support.	Spring 2015	
Continue with the quarterly newsletter and have an audio version of this. We need more contributions from people we support and employ.	Spring 2015	
Undertake a consultation exercise with service users via a questionnaire, publish the	September 2014	

findings for all to see, and use the findings to focus our future priorities.		
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2. We need to ensure that leaders at every level of the organisation work towards a genuine shift in attitudes and culture, as well as systems.

Action	By When?	Where are we now? 
We must ensure that managers at every level of the organisation continue to lead by example through their thoughts, attitudes and behaviours. All managers must display the fundamental behaviours of valuing and respecting the people we support.	October 2014	
We need to ensure our strategy is clear and that this is effectively shared with all people we support and our workforce. Anyone with a leadership role will need to understand and sign up to being committed to our organisational goals.	November 2014	
Ensure that people feel able to share challenges they may be encountering and have opportunity to discuss these in an open and productive manner.	April 2015	
All staff and service users to feel confident to highlight concerns including using escalating concerns, complaints and /or whistleblowing. Establish a dedicated e-mail for whistleblowing.	Ongoing	
Consider having a 'comments, compliments, and complaints' box at HQ.	February 2015	

3. People we support can decide on the kind of support they need and when, where and how to receive it.

Action	By When?	Where are we now? 

People must be in control of their support and choose how it is delivered. This includes working with multi agency partners to ensure that people we support can put their decisions into action.	November 2014	
People we support must have access to choose support that is not necessarily provided by Ormerod – i.e. maximising local community capacity and opportunity.	November 2014	
We must continue to monitor rota patterns to ensure they do flex and change regularly as people’s lives and activities change, where this does not occur we must be sure that this is because it fits the person and not that we are asking a person to fit a service.	October 2014	

**Daniel Jones
Chief Executive Officer
September 2014**