

Driving Up Quality

Self Assessment

October 2016



Introduction

Having been part of the Driving Up Quality code for three years, Swanton Care and Community has spent this time embedding the principles of the code across all 28 services within the organisation. We use the five key areas of the code as a foundation from which all services deliver support. In conjunction with this, we have implemented an organisational philosophy, which reflects the code and is vital for the organisation to be able to support people to achieve their maximum potential.

The Driving Up Quality code through the organisational philosophy has been embedded throughout staff training, supervision, team meetings and service user and family forums. Moreover, it has been used to create four organisational outcomes to support people to stay safe, enjoy and achieve, contribute to their own well being and be part of their chosen community.

The Driving Up Quality code has become the framework from which we audit and collect information from services. By using this system of data collection and collation, we are able to evidence that we are focused on service user outcomes and are able to work effectively from admission to discharge.

Swanton Care and Community has achieved a lot since signing up to the code but continues to strive towards the improvement of service users lives and to ensure our services have the resources to be able to effectively deliver this.

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Support is Focussed on the Person

What's Good

Swanton Care and Community is an organisation that is well established in delivery high quality support, which focuses on goal planning and the fostering of independence. At the very core of our service philosophy is the mission statement that we are trusted to change lives.

Surrounding this core mission statement are the beliefs that are held by all members of staff throughout the organisation; everyone is different, working together works best, empowerment is powerful and life is for living. By incorporating this mission in conjunction with the beliefs,

Swanton Care and Community is able to work with service users to promote independence and progression with goals. In order to achieve this in a real way, service users are at the heart of service development, improvement and delivery.

Service users were an integral part of developing the service philosophy that is intertwined throughout the organisation. Service users and family members were asked for their opinions on what our services should look like, how members of staff should behave and what should be expected in day to day life living in a Swanton Care and Community service.

In conjunction with this, we have created an initiative called Quality Experts where service users are employed by the organisation to audit and inspect the services to inform us of the quality of care and quality of services from their unique perspective of experiencing what services should look like.

What Needs To Improve

All of the people we support have a regular review where the person we support along with family members, carers, advocates or other interested parties are invited to talk about current and future goals and how best to put plans in place to make future goals achievable. We need to improve the frequency and regularity in which people from outside of the organisation are involved in the reviews of the people we support. We also need to improve the way in which these sessions are recorded in the service user records.

Improvements can also be made to involve service users in the recruitment of new staff members. The organisation has attempted to do this on a number of occasions with limited success. It is hoped that with the inception of the Quality Experts, that we can improve service user involvement with regards to this.

The Person is Supported to Have an Ordinary and Meaningful Life

What's Good

At the heart of our services and staff teams is to promote independence and to support services users to have a meaningful life.

A recent organisational development is the formation of a service user group. With support and training from an organisation called Choice Support, the Quality Expert initiative has started to grow. At present, nine service users who are supported in Swanton services have been employed by the organisation. The initial focus of the Quality Expert group is to work with the Governance and Quality team in monitoring, auditing and inspecting services. They also speak with service users who live in the home and talk about what it is like to live there, find out what is good and what improvements services users would like to see.

The Quality Expert team assist in devising surveys for staff and service users and have input into marketing material for the organisation. There will also be co-facilitation with the learning and development department in order that training can be delivered to new members of staff. This is not an exhaustive list of future involvement but is a start to really drive development and improve quality.

Alongside this employment opportunity within the organisation, the service users we support participate in a wide range of opportunities in the community. Service users attend college to study cooking, IT and daily living skills. Service users take part in voluntary work at local political party offices, charity shops and nature centres. Other employment opportunities outside of the organisation include local shops and cafés.

What Needs to Improve

While the majority of our services support people to have ordinary and meaningful lives, only a few demonstrate innovation in relation to this. Not all of our services are providing the same opportunities for people to develop their full potential.

We need to utilise the services that are forward thinking and proactive to work with and support the services that struggle to access the local community and create opportunities for service users to participate and excel in.

We still have some services who are working on improving outcomes for services users as outlined in the service philosophy and we need to develop these services to ensure that service users are supported to be part of their chosen communities and improve their skills and knowledge and to feel empowered in taking control over their lives.

We would also like to develop the internet and intranet to be an active space for sharing learning and best practice by making use of blogs and forums.

Care and Support focuses on People Being Happy and Having a Good Quality of Life

What's Good

In order to effectively be able to positively change the lives of the people we support it is essential that service users throughout the organisation are actively involved in decisions about their own care. Swanton Care and Community has revised the way in which traditional care planning is conducted. Now termed goal or support planning, training has been provided that outlines ways in which service user must be the owners of their plans and how staff will support the service user in the completion and development of this plan.

Goal planning, which is carried out and completed in partnership with service users uses the principles laid out in NAPPI (Non Abusive Psychological and Physical Intervention) and positive behaviour support to formulate the individualised goal plans. These are linked to

The goals and activities within these plans are based around the SMART principles in that they are specific, measureable, achievable, realistic and time bound, these are all done with service user involvement. Goal and activity plans are reviewed on a monthly basis or sooner if required and are checked by service managers and further audited and monitored by the Governance and Quality team for effectiveness and progression.

What Needs to Improve

The organisation has experienced a period of change within the operations team, which has included a restructure of staffing provision to make Swanton Care and Community a more cohesive service provider.

As part of these changes, an electronic records system has been implemented to facilitate more effective recording of service user daily diary entries, goal plans, support plans and risk assessments. While some services have embraced the new recording system with improved service user involvement and evidence of service user outcomes, other services still have some work to do.

The organisation has instances where services are supporting service users positively with thoughtful and considered interactions that have meaning and value. These interactions might demonstrate progression of goals and provide examples of how outcomes are being met. There are times however where there might not be any recording of these instances on the electronic recording system. This results in lost moments where we are unable to evidence the great work that service users are doing, this does the service user and the organisation a disservice.

A Good Culture is Important to the Organisation

What's Good

Service users and staff work as a union to instil the necessary confidence to be empowered to take positive risks in the search of beneficial and experiential outcomes. Within Swanton Care and Community, we strive to deliver good practice without being restricted by the threat of fear that something will go wrong and use appropriate assessment tools to ensure this happens. By doing this, it is felt that the readmission to acute services is greatly reduced and prevented in many cases.

The Swanton Care and Community service philosophy, which, as already described was revised by the service users who live across the services nationally, has at the heart of it that we are trusted to change lives. Staff are regularly reminded that if we are doing something or engaging in something that does not actively promote or contribute to service user progression or independence then we should not be doing it.

Our services predominately focus on working with service users to achieve progression and service users must be an integral part of this.

The ongoing goal is to work with service users to devise goal plans and risk assessments that the service user themselves have written or at the very least, had a very large part in constructing. The ethos is very much working with service users rather than doing things to service users, which has traditionally occurred in services based around the medical model of care.

By working in a way which is inclusive of service user and puts their needs and aspirations at the forefront, staff teams are able to work in a way which allows them to meet the parity of not doing enough and doing too much with regards service user care, support and through care.

What Needs to Improve

With the recent restructure and organisational changes, the development of staff teams is underway. Staff are being trained with regards their roles and responsibilities but still struggle to see the bigger organisational picture with regards the service philosophy and how they fit within it. Services at present are quite isolated and we need to work on working together as an organisation and not just as staff teams in silos.

We are becoming more effective in the sharing of information between services and using experiences from services as ways of learning and teaching but do need to improve the frequency of this occurring. The organisation needs to improve the communication with families and carers and work with them more closely with regards to the improvement of our services.

We also need to improve recruitment of the Quality Expert initiative and have better representation across the three regions in which we operate.

Managers and Board Members Lead and Run the Organisation Well

What's Good

In 2016, Swanton Care and Community won the Health Investor Award of Complex Carer of the Year and the Employer Award presented at the Learning Disabilities & Autism Awards. These awards are a testament to the work that has occurred within the organisation and how we are improving the service provision and the experiences and outcomes for service users. The organisation is also a finalist in the Excellence in Training category at the Laing Buisson awards.

In order to evidence the improvements that are being made, audits are formulated using guidance from the Department of Health, NICE and the British Institute of Learning Disabilities. Ongoing and recent audits include Health and Safety, Safeguarding, Infection prevention control and service user documentation and records have enabled the organisation to benchmark services and identify where possible deficits lie and where improvements can be made.

Using the results of these audits, which are published and viewed by all members of staff, it is possible to identify which services are performing better than others and where support is required in others. The Governance and Quality team is an integral part of this monthly research that is conducted and being able to evaluate the results allows services to be improved.

Monthly reports are written that are viewed and evaluated by Service Manager, the Executive team and the Board to ensure complete oversight as to how the organisation is performing. The Executive team and Board members are fully supportive of the service philosophy and believe that it will continue to drive the organisation forward in improving people's lives for the better.

What Needs to Improve

While staff are able to articulate local values, they struggle to see themselves as part of a larger organisation with its own distinct ethics. We need to carry on articulating the values of the company and ensure the services are visited by Executive team on a more regular basis to further embed the Swanton identity, culture and values.

The expanded senior management team has been created because the Board felt that the company needed more structured support to the regions.

Training and Recruitment are areas that have been identified that need extra resource and there is extra support for the regional operational teams.

Greater direct input from the individuals we support and their families and carers at meetings would work to ascertain feeling from a wider network to contribute to the ongoing organisational improvements.

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