

## Driving up Quality Code

Self Assessment Review – January 2018

### Introduction

The Driving up Quality Alliance is a group of learning disabilities service provider organisations from across the UK. The Driving up Quality Code and Alliance was set up following the appalling cases of abuse that were uncovered at Winterbourne View. By signing up to the code this demonstrates a commitment from providers and commissioners to drive up quality in services for people with learning disabilities. Certitude is proud to have signed up to the Code in September 2013. The key aims of the code are to avoid what happened at Winterbourne View ever happening again, and to specifically achieve the following: -

- Drive up quality in services for people with learning disabilities that goes beyond minimum standards.
- Create and build a passion in the learning disabilities 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.
- Promote the celebration and sharing of the good work that is already out there.

Providers such as Certitude sign up to the code and are encouraged to carry out a self assessment. This is an added layer of quality assurance in addition to our existing internal quality framework and external regulatory requirements. It is an opportunity for us to measure our performance against the following key areas: -

1. Support is focussed on the person.
2. The person is supported to have an ordinary and meaningful life.
3. Care and support focusses 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.

Certitude undertakes satisfaction surveys, listening events, 'working together for change' days and other forums to enable people we support, families/carers and colleagues to tell us what is working well, what could be improved and what is important for the future. We have a robust quality framework with clear roles for all levels of the organisation and a commitment to continuous improvement. This approach supports the Driving up Quality code of active listening and effective response. We have drawn on the learning from all of these areas to complete this self-assessment.

**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.**



Certitude is committed to person-centred working and all staff are trained in using person-centred tools and working collaboratively with each person and their families. Through this style of working, support is personalised and tailored to the strengths and abilities of each individual in addition to addressing their needs. Staff are aware of the importance of understanding the best ways to communicate with people and to hear about their experiences and aspirations. Listening is key to successful planning, both on a day to day basis and also for the identification of longer term aspirations (e.g. through person-centred reviews).

The person-centred support plan for each individual contains their personal history, individual preferences, interests and aspirations and involves the person and their family to ensure they have as much choice and control over their support as possible. These are reviewed regularly in line with people's changing needs and wishes. We hold person-centred review meetings, ensuring people are supported to review all aspects of their plan. People have a choice as to who attends their meetings. We support people to explore how they make decisions in line with best interest processes, involving families and other professionals as necessary. Daily notes are completed, which ensures we constantly learn about the people we support and can develop how we work to accommodate a change in needs, preferences or support identified.

We monitor people's health carefully and identify indications that people's health has changed. We work closely with local GPs/Community Teams including Speech and Language Therapists/Care Managers for any other additional needs e.g. best interest meetings around health/welfare/psychiatry/psychology. We ensure that teams respond to people's changing physical needs such as reviewing moving and positioning assessments, purchasing specialist equipment and ensuring staff have up to date training.

Our Intensive Support Team is available to all services, providing advice and input to help staff support people with particular behaviour or communication that may present a challenge. Specialist training is also delivered by the team or external facilitators around intensive interaction, person-centred active support, use of personalised technology, sensory story telling, Makaton and PECs training. Our Family Support Manager has worked with a number of teams, building great relationships and seeing improved outcomes for people supported through developing support plans and effective communication plans with families.

We use service audit observations to ensure staff support people in line with their person centred support plans and Certitudes values and behaviours. We ensure that actions are followed up from our audits and observations ensuring best practice is followed. We plan rotas around what people wish to do and ensure we match the right staff and support required for the person. People have a choice of who they wish to support them on any particular activity. Staff have an understanding that their role may involve late night hours to accommodate people's choices, for example supporting someone to a concert/night club or any other event.

Organisational priorities and strategy continues to be driven by what people tell us through their reviews, satisfaction surveys, listening events and 'working together for change' forums. Our most recent customer satisfaction survey (September 2017) showed the following results:

- **90.3%** of people who completed the survey are satisfied with the support they receive from Certitude.
- **89%** said that the team that supports them know them well.
- **90%** said that the team that supports them listens to them.
- **86%** of people who responded to the survey said they would recommend Certitude to someone who needed support.
- The highest positive response rates were to the statements "The team that supports me treats me well" (**93.7%**) and "The team that supports me are friendly" (**91.2%**).

The results have been shared with families, people we support and staff and teams involve people they support and families in deciding what actions need to be taken based on the results. These are incorporated into each service's Continuous Improvement Plan and progress tracked across the year.

We have found that good conversations and engagement with people we support, families and carers are more successful in more informal settings so we have held listening events throughout 2017/18 to develop a regular forum for good conversations to take place. Each event is hosted by a Board member and a Director.

Throughout 2017, we have been piloting our **Quality of Life Outcomes Framework** in services so that people and their families can better plan and evaluate their support with staff teams. This will enable us to effectively evidence the impact of our support and improve our evaluation of what's working and not working for individuals.

In 2018, we will expand our existing experts-by-experience Quality Checkers programme, training and supporting people and families to help us to review and improve our services.

**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.**



People’s interests, abilities and skills are central to who they are. Everyone has something to contribute and a right to be involved. Certitude’s support enables individuals to build and develop social support networks. Certitude’s belief is that ‘everyone has the right to a good life’ and this principle is embedded within the values and behaviours of staff that support people. Our use of community connecting roles has supported teams to enable individuals to understand what is available in their local area and beyond. Our increased use of technology is helping people to connect through social media and building relationships and we use Social Stories to support people to understand upcoming activities or events which may be unfamiliar to them.

Through reviews, surveys and listening events, people have told us about each of the areas that contribute to having a meaningful life. People said that they were being supported to go to college, have great holidays, and be part of their local community in a variety of ways. Our ‘Out and About’ service continues to support people to forge new relationships and gain opportunities for new experiences. In areas of employment, we recognise the challenges that are faced by people with learning disabilities and we actively seek ways in which people can gain employment. As an organisation we employ people with learning disabilities to deliver training in areas such as the Treat me Right! health project.

We support people to spend time with their families, maintain relationships that are important to them and to make new connections. Our Family Support Manager assists teams in developing great relationships with the families of people we support.

We host a wide variety of events across London. From club nights to 5-a-side football, and photography to community choirs, there is always something to attend and opportunities to meet new people. Current activities hosted via our Connect and Do social network include sewing, felt-making, screen-printing, life drawing and gardening.

We are committed to a person-centred approach to risk management, seeing each person as an individual, with unique skills and abilities and the right to fulfill their ambitions and contribute to society. We support people to achieve the outcomes they want in their lives and ensure that decisions around risk are balanced between what the risk is and what is important to and for the person.

**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.**



We have comprehensive recruitment and selection policies and procedures, ensuring all employment checks are in place. We recruit staff based on values and behaviours and involve people we support and their families in the recruitment process. All job descriptions build in person-centred competencies and people we support and families are involved in developing staff profiles for recruitment - outlining skills, personalities and interests that they would want to see. If successful, new recruits are matched to people who use the service by their interests and skills.

All new starters complete an induction centred around the Care Certificate within their first 3 months of employment with Certitude. They also complete a corporate induction, service-specific induction and mandatory training. Staff development is supported by e-learning, classroom learning, mentoring when on shift and developed through 1:1 support to ensure that staff have the right knowledge, values and skillset and are competent to support individuals effectively.

All staff have 6 weekly 1:1s with their line manager and an annual review. Staff are supported to develop their skills and interests and have a development plan in place. Regular shared practice locality meetings and team meetings are held to discuss issues and disseminate information. We have developed a range of development programmes for staff, including 'Starting at Certitude', 'Succeeding at Certitude' and 'Leading at Certitude'. Investment in learning and development is a key attribute of the organisation and staff also have opportunities for vocational qualifications.

Staff welfare is a key consideration in enabling people that work for us to consistently provide great support. We have a range of measures in place for employee wellbeing including confidential telephone counselling, GP advice line and a range of health-related activities during regular "Wellbeing at Work" weeks.

We celebrate excellence through our annual "Michael Rosen Awards" which recognises teams and individual staff that have provided outstanding support. Our teams have also won external awards such as the Munster Road Support Team based in Richmond, who were the regional winners for The Palliative Care/End of Life Award at the Great London Care Awards in November 2017.

Our most recent Staff Survey (October 2017) demonstrated that staff feel supported in their roles and are clear about what is needed to support people effectively:

- I understand the performance standards that are expected of me: 94%

- I am clear about the objectives I need to achieve: 91%
- My colleagues show concern for the wellbeing of the people we support in a caring and meaningful way: 92%

#### 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



Certitude places the utmost importance on our relationships with people we support and their families and carers. We recognise that they are best placed to know what is the right support for them and to identify the outcomes they wish to achieve. Because of this we have a range of measures in place to ensure that people are able to tell us what they think, and to reassure them that we will listen and act.

As outlined above, the person-centred support plan for each individual contains their personal history, individual preferences, interests and aspirations and involves the person and their family to ensure they have as much choice and control over their support as possible. These are reviewed regularly in line with peoples changing needs and wishes. We hold person-centred review meetings, ensuring people are supported to review all aspects of their plan. People have a choice as to who attends their meetings. We support people to explore how they make decisions in line with best interest processes involving families and other professionals as necessary. Daily notes are completed, which ensures we constantly learn about the people we support and can develop how we work to accommodate a change in needs, preferences or support identified.

In addition to the local support teams, other colleagues regularly visit the homes of people we support to ask about the quality of their support. Senior managers from each locality carry out regular visits to their services and members of our Board and Leadership Team visit every service annually. The reports from each visit, based on what people have said, are reviewed by the Quality, Performance and Compliance Committee and any required actions based on people's feedback are tracked to completion.

We hold local listening events so that families and people we support can talk directly to the Board and Leadership Team about what matters to them and will continue to do this throughout the coming year.

Our internal Quality Team carry out detailed annual audits of the quality of support in place at each service and include the feedback from people living there in their observations. Recommendations for improvement are also logged and tracked to completion.

People clearly tell us what they think through our organisational customer satisfaction survey.

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Our Quality Checkers team, comprised of people with learning disabilities with lived experience of Certitude support, carry out a programme of service visits, talking to people in their homes about what’s working, not working and what could be improved.

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



Certitude has a Board of non-executive voluntary members who support the strategic direction of the group with the CEO and Leadership Team. The Board benefits from a wide range of the experience of long standing members, both from within the care and support sector and external to it, in addition to innovative ideas from new members.

The Board and Leadership Team assure themselves that the organisation is being run well for the benefit of people we support through our internal quality assurance systems, external regulatory inspections and their own first-hand service visits. These involve talking to staff and people supported to listen to their experience of how things are going, observing practice, assessing workflow, and assuring that safeguarding systems are operating effectively. These visits assist in having a real connection between the people we support, staff at local services and senior management/Board members.

Our approach to governance and quality assurance demands commitment from all levels of the organisation to ensure that people we support and their families achieve the outcomes they wish for. We have developed a vision for quality that supports our organisational vision that

everyone has the right to a good life. We work to ensure that a connected, complementary and comprehensive network of support provides positive life experiences for the people that we support. Across Certitude, our approach is implemented by:

- Board of Trustees and Leadership Team (Chief Executive and Directors) - to ensure that quality improvement is a strategic priority and a core part of Certitude's vision and values.
- Quality, Performance and Compliance Committee - to oversee the performance and quality assurance activities undertaken and provide a level of scrutiny regarding quality assurance processes and findings.
- Quality Team - to develop and maintain the quality assurance framework, effectively carry out the activities set out in the QA work plan and ensure that people we support and their families are involved in quality assurance (e.g. Quality Checkers, Satisfaction Surveys).
- Heads of Service/Service Managers - to ensure that agreed standards of support and performance are maintained in each area, to review performance data and outcome analysis to support services to improve.
- Managers/Deputy Managers - to ensure that person-centered support at their service meets agreed standards, that this is effectively evidenced and reviewed and that staff are supported to reflect on their practice and explore opportunities for improvement.
- Support Staff - to ensure that support is offered to people in way that facilitates choice and control, that is safe and responsive, and encourages feedback, reflection and improvement.

Certitude has a clear vision that 'everyone has a right to a good life'. This is supported by a five year strategy (2016-21), yearly organisational business plan and individual service continuous improvement plans.

There are clear processes for monitoring quality detailed in our Quality Framework supported by scrutiny from the Board, Leadership Team and Heads of Service through robust auditing, KPIs and spot checks. Records and data management is monitored remotely through our central systems and sampled on site through audits and spot checks.

100% of our CQC-regulated services have achieved an overall 'Good' rating. We produce monthly Performance Reports for Heads of Service and Service managers (safeguarding, KPI's, complaints, voids) that are scrutinised on a monthly basis by operational directors. Directors report on a quarterly basis to the Quality, Performance and Compliance Committee and the Board on a range of key performance indicators (activities and achievements, contract and compliance issues). We have an organisational risk map that is reviewed quarterly by the Quality, Performance and Compliance Committee. All of the above ensures that the central mission of the organisation is clear, monitored and maintained.

### Action Planning

Through our internal quality assurance processes, external regulatory inspections and self-assessments such as this one, we are aware both of areas where we do well and areas which require improvement. Actions to address these are logged in our organisational business plan



and associated locality and team plans. We report quarterly on progress to senior management, directors and the board and review objectives and targets annually to ensure a focus on continuous improvement.