

Parkhouses Independent Living Services

**Driving up Quality
Self-Assessment
Updated September 2016**



We completed our first Driving up quality Assessment in September 2014 and updated our findings and Action plan in September 2015 and again in September 2016.

The Driving up Quality Code is a voluntary code of conduct written as a response to the abuse at Winterbourne View. Organisation's that sign up to the Code are expected to assess themselves annually and publish what they find and then develop an action plan for improvement.

The code aims to:

- Drive up quality in services for people with learning disabilities that goes beyond minimum standards.
- Create and build a passion in the learning disability sector to provide high quality, value 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.

Parkhouses signed up for the code in June 2014. We held our first assessment in September 2014.

The Driving Up Quality Code lists 5 key areas that indicate the practices of a good organisation:

- Support is focused on the person
- The person is supported to have an ordinary and meaningful life
- Care and support focuses on people being happy and having a good quality of life
- A good culture is important to the organisation
- Managers and board members lead and run the organisation well

Parkhouses was assessed in all these five areas by managers, support workers, service users, their families and people involved with the organisation.

Introduction

Parkhouses is a small family run domiciliary care service that supports people in their own homes. We feel that the size of the organisation contributes greatly to the high quality, person centred support that we are able to provide. There is a direct relationship between the people running the service and the people that receive support. We feel this relationship is central to the wellbeing of our service users.

The assessment

We consulted with service users, support workers, family and other professionals, and used the findings from our most recent quality review and CQC report to compliment the assessment and provide an overall view. Each of the five areas was assessed.

Support is focused on the person: What we do well



Support plans are developed with the person at the center. These are reviewed monthly with the person and every twelve months or as required with family and other professionals if appropriate. Advice can be sought from social workers, LD community nurses and the GP where additional support is required.

Service users and families reported that they liked these meetings and found them useful. It made people “feel involved”, was good to “talk things over”, to “know what was going on” and to “make plans” for the person involved. Changes have been made to staffing and personal support after consultation with some families.

Service users are consulted and involved with all decisions affecting them i.e. Daily living plans, Recreation, Staff recruitment, Staff allocation, Staff appraisal, Staff training, Use of care hours, Quality of the service.

We used the “**You Said**” “**We Did**” exercise to see how we measured up to this commitment. The outcome was extremely good, service users reported on lots of changes made because of what they said these included, changes of staff, visits to places of interest, holidays, changes to staffing hours, living arrangements and daily routines.

Support Workers have person centered training Support workers have the “Working with Individuals with Learning Disabilities Diploma”. Training led by service users and training relevant to the support workers placement is ongoing. We do not have families involved in training our staff formally and feedback from relatives indicates that this is an area they do not want to be involved in. Staff feel their training is good, and that the training provided is relevant to their role as a support worker. PCP training is scheduled annually. We have recently updated our training pack it now includes communication and a new booklet for support staff and service users to work through.

Service users say they enjoy training their staff, it makes them feel important.

Support is focused on the person continued: What we do well



Extracts from our QCQ report  **Exceeded this standard**
People should be treated with respect, involved in discussions about their care and treatment and able to influence how the service is run (outcome 1)

People told us they were able to express their views and were involved in decisions about their care. People were allocated a staff team to support them and people who used the service were aware of whom their staff team were. This meant that staff were familiar with people's needs and they were able to respond flexibly to their needs and preferences on a day to day basis. It also meant that people using the service were familiar with staff who provided their care and support in their own homes.

We saw that people being supported had individual and house reviews, where family members were invited to meetings. This allowed individuals to discuss what was important to them and what was working in the house as well as what was not working.

People spoken with were complimentary about the care workers and said they had a good relationship with them. People using the service told us the staff talked to them about their daily care needs and they were able to make decisions for themselves. This meant people were directly involved with the provision of their care and support.

We found that people using the service were involved in staff induction training as well as recruitment of staff. We saw records that confirmed people using the service were asked about staff anonymously when staff appraisals were being undertaken.

Evidence

- All service users have a written/pictorial PCP
- Feedback from our evaluation forms, and our CQC report confirm our findings that support is focused on the person
- 95% of our staff now hold the "Working with individuals with learning disability diploma"
- We maintain records of the "you said" "we did" exercises, service user evaluation forms, staff interview and appraisal forms, house meetings and rota's.
- Feedback from the driving up quality questionnaires was positive. Comments included "everything is planned around the service user"

Support is focused on the person continued: What we need to do



From feedback received we identified the following areas where it was felt we could improve

The interview process Even though we involve service users at interviews and in the selection process, it was noted that the same service users like to attend interviews and no family members had been involved.

It was agreed to update job specifications and interview assessment forms with service users. We will only use service users at the interviews who are directly involved with the vacancy and we will invite contribution from family members.

Staff training Service users have their own staff training package, this was developed with them and is presented by them to all new staff with the support of our training manager. Again it

was noted that the same service users like to present this training and that some of the training may need updating in line with the questions we are now asking ourselves

We will consult with service users and see if they want to change/ update the service user staff training tool and invite more service users to take part in the induction training.

Ensure every service user has a say. We consult with service users at every level of our service however some service users are more able to make/take decisions than others. We need to ensure that everybody is able to make choices and to have them respected. When appropriate we need to involve more people in the decision making process, document it and make sure it is not being service led.

We will investigate a way of formally recording decisions when it is felt there is conflict of interest

Score	1	2	3	4	5
	Poor	fair	Good	Very good	Excellent

Update:

The interview process: job specifications and assessment forms have been updated. Staff are interviewed by the people they are going to support and family input is invited.

Staff training: The training content has been updated with service users and they have elected representatives to conduct the training

Ensure every service user has a say: We have improved our communication methods and developed a choice making matrix, we are involving more people in the decision making process and important decisions are documented at a person's PCP.

The person is supported to have an ordinary and meaningful life; What we do well



People live in ordinary houses in the community. Parkhouses supports people to live a full and varied life. Support is available for everyday living i.e. personal care, health care, budgeting, shopping and housework but also to take part in their local community. Friendships and relationships with family are encouraged and facilitated, some people have a full social life while others prefer a quieter time, we endeavor to meet individual need

Feedback from our service users was good about their social lives, they had a quite a mixture of activities i.e. going to the pub, snooker, out for a meal, the cinema, going shopping with friends, enjoying days out with their support workers and families, going to church, drama clubs, markets, bingo and special events like concerts and wrestling.

Some service users liked to meet up with their peers at local social clubs, while others prefer more solitary pursuits. We always promote inclusive opportunities when possible and appropriate. All service users like to go away on holiday.

Service users complained that there was “**Not enough money**” to do what they want but this is explained as part of normal life too.

Staff commented that the lack of available transport was a barrier to community participation for some service users.

We were extremely pleased to see from the evaluation forms returned that Service users at Parkhouses are happy with their life and that they knew who to complain to if they are not. For service users who were unable to give us their views feedback from their families and support workers was positive.

Service users have voluntary jobs in café’s or charity shops and some have been able to enroll on college courses to increase their employment skills.

We ensure everyone is offered a weekly plan of activities, it is always discussed at their PCP and ideas exchanged. These activities can be social, recreational or educational but it all depends on a person’s abilities, their likes, dislikes and willingness to participate.

It must be noted that some service users do not wish to do voluntary work, they want to be paid for their efforts, however the lack of paid employment opportunities has been an ongoing barrier to this goal.

The person is supported to have an ordinary and meaningful life continued: What we do well

DRIVING UP
QUALITY

Extracts from our QCQ report  **Exceeded this**  **standard**
People should be treated with respect, involved in discussions about their care and treatment and able to influence how the service is run (outcome 1)

People were supported in promoting their independence and community involvement. Some people we spoke with told us they were involved in voluntary work within the local community and attended various community groups. We saw that people we spoke with were fully involved in making decisions about their care and daily life experiences and choices.

Information about people’s interests, hobbies, likes and dislikes had been discussed with them and where staff had similar interests’ they were allocated to provide the care and support wherever possible.

Evidence

Feedback from our evaluation forms, and our CQC report confirm our findings that Parkhouses supports people to have an ordinary and meaningful life and that people are happy.

People have their own tenancies and live in houses in the community

People regularly exchange visits with friends and family. Their care plan highlights where people need support to maintain friendships and /or family contact and how to facilitate this.

Good staffing levels enable people to be supported to get out and about.

People have voluntary work and or spend the day meaningfully occupied.

On the managers week off, she met up with service users doing the same things as her on 4 different occasions, supermarket shopping, in town shopping, in town for lunch and on a bus trip to a local market.

Feedback from the driving up quality questionnaires was positive. Comments included “all our service users have the same opportunities as other people”.

The person is supported to have an ordinary and meaningful life continued: What we need to do



Although all our feedback came back positive and we know that service users do have a full and active social life. We recognise that we are not ambitious enough in this area and need to improve on this standard.

There are not enough service users in employment either paid or voluntary and some service users should be able to access more leisure activities independently with the right initial support. This would involve us looking objectively at our approach to positive risk taking and supporting service users to extend their skills.

We have found that some staff can be “expert” about what people like or can do and this can be a barrier to change and to new ideas- we need to guard against this

We are also aware that more service users would benefit from friendships and relationships that are non-paid and we should be looking to the voluntary sector for support with this.

Service users should be able to access more leisure activities independently with the right initial support. We need to review our risk taking strategies and support people to develop confidence in their own abilities.

We need to source more employment opportunities and voluntary placements. We need to motivate ourselves, to get out there and actively pursue any avenues that could open up opportunities for our service users to take part in employment either paid or voluntary or some other community involvement.

Staff training sessions need to focus more on making choices, making friends and community involvement.

We need to further promote friendships outside our service.

We need to look at transport for each individual and source what is best for them.

Score	1	2	3	4	5
	Poor	fair	Good	Very good	Excellent

Update:

Service users to be able to access more leisure activities independently: We have supported service users to access activities independently and promoted independence.

To source more employment opportunities: We have tried very hard to promote independence and source employment opportunities. It is disappointing to report that despite all our efforts only one service user has secured a voluntary work placement.

Staff training: Has been updated and community involvement is reviewed on a monthly basis at the house reviews.

Transport: Everyone uses transport according to their needs.

Care and Support focuses on people being happy and having a good quality life: What we do well



Staff know how to support people to be happy staff need the skills and attributes to enable people they support to be happy and enjoy their lives.

Parkhouses has a robust employment procedure which has always involved service users at the interview and in the selection process. Recruitment is based on service users being supported so that their individual as well as collective needs are met.

Staff are recruited taking into account their work experience, qualifications, hobbies, life experiences and service users expectations.

Appointing the right people is important to everyone, managers, service users and their families. We are very aware that a support worker can make or spoil a person's day.

All staff are employed on a trial basis, during this period they follow a planned induction. This induction includes training on the basics like health and safety, person centered planning, the induction presented by service users about rights and dignity and the induction by managers about policies, procedures and the organisation's values.

New staff are introduced into the house and the people living there under supervision and induction follows by the house leader all about the house and the people living there.

Once the trial period is successfully completed further training applicable to the people they are supporting in the house is planned.

Feedback from service users about their staff was complimentary. We monitor staff closely in the initial stages of employment and evaluation forms are given to other support staff and service users after their trial period is complete and before we offer contracts of employment. Questions about staff are asked in the quality audit.

Service users know they can ask for a change of staff at any time and we always try and accommodate these requests. We have moved some staff at the request of service users. Some service users prefer staff of the same gender.

Feedback from staff they feel valued and supported, they understand the standards and values of the organisation and the procedures in place for when things go wrong.

Managers meet monthly with service users and staff and staff/service user relationships are regularly discussed

Rota planning We have stable staff teams, who work with the same service users, staff get to know their service user well understand their fears and preferences and provide good support. The only down side to this is that service users do not like change and when relief staff are needed to cover for holidays or sickness they do not like it. Service users never have a stranger supporting them, we do not use agencies and are a small organisation where everybody knows everybody so even in an emergency they would know the person supporting them.

Care and Support focuses on people being happy and having a good quality life: What we do well



Extracts from our QCQ report **Exceeded this standard**
People should be cared for by staff who are properly qualified and able to do their job (outcome 12)

People using the service told us, “The staff are very good and I have the same staff team visiting me” and “The staff speak to me nicely .

During this visit we looked at two staff records and talked to the provider of the service. We found safe and fair recruitment process had been followed with appropriate checks being undertaken before staff began work. This would help to make sure that people that use the service are safe and their health and welfare needs are met by appropriately recruited staff.

We found that people using the service had also been involved in the interview of staff and records had been maintained to confirm this.

Records confirmed that staff had completed an induction and received supervision from a senior staff member. We reviewed the staff handbook provided to each staff member. This told us that staff received a minimum of three individual supervision sessions per year, two group supervisions and a yearly appraisal. Two of the six staff records we looked at told us that staff received supervision and appraisals. This meant that effective recruitment procedures were in place and support mechanisms were in place for staff.

Evidence

Feedback from our evaluation forms and our CQC report confirm our findings that Care and support focuses on people being happy and having a good quality life.

All service users have a person centered plan which includes information on how best to support them.

Employment records show service users involvement in the interview and selection process. Questions asked at interview are designed to provide an insight into peoples values and attitudes.

Individual training records show staff have received appropriate training about the people they are supporting ,the organisational values and decision making.

Rotas are planned to ensure support staff are available when needed and that service users know who is supporting them during holiday periods. Staffing levels are provided on the level of need.

Changes in a service user’s behaviour are reported promptly. Having staff who know their service users well and frequent contact with managers is of huge benefit, it means we are able to spot even small changes in behaviour and act on them.

Support plans are reviewed and specialised help can be sourced if required.

Feedback from the driving up quality questionnaires was positive. Comments included “service users have compatible staff whom they respect and are happy and relaxed with and who know how to support them

Care and Support focuses on people being happy and having a good quality life: What we need to do



From feedback and consultation we identified the following areas where it was felt we could improve

We have been involving service users in the interview and appraisal process for many years. It is felt that we could improve and update our paper work and interview procedure

We need to consult with service users more about holiday and sickness cover. Come up with some solutions and see if service users are happy with any of the ideas. Maybe a named relief persons for each house?

Score	1	2	3	4	5
	Poor	fair	Good	Very good	Excellent

Update:

Involving service users: Service uses continue to be involved in the interview and appraisal procedures of their staff. Paper work has been updated.

We need to consult with service users about holiday and sickness cover:

We consulted with service users over required changes to staffing during sickness and staff holidays. Some service users do not like a change of staff and it can be very difficult if the preferred staff is sick or on holiday. After discussion with service users it was agreed to introduce a number of different support workers into each house so that there would always be someone available to cover during sickness and holidays. The change of staff also brought a new perspective into the homes and was eventually welcomed by everyone.

A good culture is important to the organisation: What we do well



All the people we support and their families are involved in checking the quality of support. We have an annual quality audit where evaluation forms are sent out to service users, families and support staff, we also have an open door policy and actively encourage discussion on all aspects of the service.

We are open to new ideas and take everybody's views into account, we respond quickly to concerns. We have a straight forward complaints procedure and this is available to service users in an easy read format.

Managers attend regular house meetings with service users, their families and support staff, we use **the working - not working** exercise to stimulate conversation at these meetings and identify areas of improvement/development.

The size of our organisation contributes greatly to this process, we have an open door policy and everybody knows everybody, good relationships are evident between service users, family, support staff and management.

Feedback from our quality review confirmed that everybody knows how and who to contact when needed, and knows that their concerns/ideas will be listened to.

Staff are encouraged to contribute to organisational development. Regular staff meetings are held and there is always a senior manager available for consultation.

Staff reviews and appraisals are planned regularly and people are encouraged to air their views. Management meetings are held four monthly and information from these meetings is cascaded down to staff and service user meetings.

Questionnaires are sent out and meetings arranged to discuss the annual business plan and our quality audit. We try our best to keep everybody up to date with current developments.

We recently sent out questionnaires regarding the driving up quality audit. We developed a form and ask staff to comment on all 5 areas of the assessment.

Extracts from staff comments on "A good culture is important to the organisation"

"Parkhouse has a good culture in it listens to staff, service users and their families, any concerns raised are investigated and changes made where needed, they encourage people to speak out when problems arise or service user are not being treated with respect and dignity"

"The whistle blowing policy can be used if needed"

"Our organisation encourages change and listens to what people say"

The managers lead by example the values of the company are at the core of its culture. People enjoy their work and this means service users are happy and receive a better service. Managers work within the service and show they are willing to pull together during difficult time

A good culture is important to the organisation: What we do well



Extracts from our QCQ report  **Exceeded** **this standard**
People should have their complaints **listened to and acted on properly (outcome 17)**

We found that the service had an effective system in place for dealing with complaints. We observed a complaints policy in place and people had information informing them of how to make a complaint. People using the service had been provided with compliment, complaints and comments forms in their homes. This meant that people using the service were able to raise issues with the service.

The provider of the service was the identified person that dealt with any complaints. We found that no complaints had been made about the service. Records we looked at confirmed that any minor concerns or adjustments to individual support packages had been recorded as well as telephone contacts made with people that used the service. This meant that people using the service were able to discuss their care being provided and highlight any issues they had.

Evidence

Feedback from our evaluation forms and our CQC report confirm that a good culture is present in our organisation.

All stakeholders are involved in the quality audit

We keep a record of compliments, concerns, complaints and their outcomes

Service users are consulted on all aspects of their lives, through discussion, identifying what's working/what's not working and related questionnaires. Change is actioned from these findings.

At meetings staff are encouraged to contribute to the agenda, and questionnaires are sent out to staff when contributions are needed for our quality audit, our business plan, staff employment, and recently the driving up quality audit.

Senior managers meet with service users and families on a regular basis. They maintain contact with families and ensure all is well.

Staff are appraised and reviewed with their managers every 2 months, also with their peers, service users and their families as required. Good practice is acknowledged and where applicable bad practice challenged.

Feedback from the driving up quality questionnaires was positive. Comments included "everyone is treated equally at Parkhouses and is given the same opportunities and choices"

A good culture is important to the organisation: What we need to do



From feedback and consultation we identified the following areas where it was felt we could do better. We have very few people involved in the service and with service users that are not paid employees. This makes it difficult to get a balanced view of our

organisation. We send out quality questionnaires to people in contact with our service users at their places of work or ask for feedback from people visiting but we feel this is not enough.

It was felt that everyone would benefit from a “fresh perspective” either by introducing voluntary workers for leisure activities, advocates for decision making, or employing independent auditors to complement our quality audit.

It was felt that staff were not always recognised for the extra efforts they made. Staff work hard and are committed to service users and it is the little extra things they do that make people happy. We need to find a way of showing appreciation for these extra efforts.

Employ the right staff we have discussed our employment procedure earlier in this review and have decided to update our procedure. We will include more exercises in the interview to test peoples values and their perceived commitment to service users.

Score	1	2	3	4	5
	Poor	fair	Good	Very good	Excellent

Update:

“Fresh perspective” we have had some success in recruiting volunteers, we have involved advocates in decision making and have teamed up with another similar company to conduct an independent quality audit of our services.

Staff recognition: we acknowledge when staff do that little bit extra and support service users to show their appreciation. We have introduced employee of the month and send out thank you letters when appropriate. We ensure good practice is recognised at supervisions and appraisals.

Employ the right staff: we have updated our interview procedure and have included a more robust application form, which includes questions on a person values and their understanding of the role of a support worker.

Parkhouse management team lead and run the organisation well: What we do well



The management team at Parkhouses has direct involvement with all the people they support. They are well qualified, experienced and committed to providing quality person centered care, they lead by example.

All managers spend time working in our services, mainly to ensure people's needs are being met but also to support our staff and to maintain our easy relationship with service users and their families.

The team works hard keeping up with current developments and legislation, the daily tasks of managing the organisation i.e. general paper work, finance, employment, supervision, and daily events keeps us busy.

Being a small organisation this often means the managers wear many hats and we find this is extremely beneficial with regard to the actual involvement with the people we support, but difficult at times with regard to the requirements of the workload.

Our team leaders are trained in safeguarding and it is their responsibility to investigate and report all safeguarding issues. We maintain records of all incidents investigated whether they need reporting to safeguarding or not.

Values of the organisation the management team work hard to ensure the values and standards of the organisation are maintained. We value feedback from our evaluation surveys and act promptly where it is reported or we do not feel that these standards are being met. We are available and approachable.

We use the **whats working / not working** exercise to help service users, their families, staff and management identify concerns, change ways of working or to recognise good practice. We take time with staff and listen to their concerns.

Our CQC reports are always above average and any complaints, safeguarding issues or quality concerns are dealt with quickly and plans put into force to rectify the problems and to prevent a reoccurrence.

We have set an objective of keeping the organisation small this means we can maintain personal relationships with the people we support and our staff.

Parkhouse management team lead and run the organisation well: What we do well

DRIVING UP
QUALITY



The managers are firmly focused on outcomes for service users and maintaining our high quality service which includes the renewal of external awards.

These include our Investors in People award, updated in July of this year, our Preferred provider status with Lancashire county council XXXXXXXXXX and our outstanding CQC report which

rated us as outstanding in all areas, these assessments recognise and validate our high standards.

Evidence

- Feedback from our quality review
- Compliments
- Staff training plans
- Staff appraisals
- Service user appraisal of staff
- Interview records
- Staff meeting minutes
- Service user PCP's
- House meeting records
- CQC reports
- Investor in people award
- Preferred provider award with Lancashire county council XXXXXXXX
- Peer monitoring reports
- Safeguarding Qualifications
- Feed back from the driving up quality questionnaires was positive. Comments included "communication is good and any issues are dealt with positively and swiftly"

Parkhouse management team lead and run the organisation well: What we need to do



The management team works hard but we have begun to question our roles i.e. being busy but not necessarily with the right things. Time management has been highlighted

We need to look at our workload and see if we can be more specific about what we should be doing.

Communication is generally good within the organisation but it is felt we should be using more technology and encourage staff, service users and family to contact us by Email, Facebook or Twitter.

To review job descriptions across the organisation,

To access time management training for managers

To make more use of the internet for communication and ensure that staff, service users and their families have our website, email, facebook and twitter information.

Score	1	2	3	4	5
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	Poor	fair	Good	Very good	Excellent
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Update:

Job descriptions: As planned all job descriptions been reviewed and updated

Time management: We have introduced work plans and reorganised management roles it is generally felt that management time is now being used wisely and to the advantage of the organisation.

To make more use of the internet for communication: This has worked well our facebook page is frequently used and updated. We communicate with relatives by email and everyone one has access to our webpage.

Due to recent changes within the organisation we are now in the process of updating our website.

Conclusion

This review was completed in conjunction with our Quality audit, we used information and feedback from our CQC visit, Investors in people assessment, Peer monitoring assessment and questionnaires/evaluation forms returned from service users their families and other professionals.

The conclusion is good, our service measures up well.

Questionnaires/Evaluation forms sent out included questions and feedback on the 5 key areas indicated by “**Driving up quality**” and the “**Lancashire Values**”.



Parkhouses Independent

Living Services

Driving up quality

DRIVING UP
QUALITY



- 1) Support is focused 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

Lancashire Values



- 1) Choice
- 2) Being Loved
- 3) Having Friends
- 4) Feeling Safe
- 5) Being Healthy

Parkhouse ILS is committed to “Driving up Quality” and the “Lancashire Values” as additional tools for assessing the quality of our service.