

Adult Social Care and Health Quality Assurance Strategy

Adult Social Care and Health (ASCH) is committed to providing quality experience for everyone who:

- contacts the Council
- is assessed by the Council
- is provided with services by the Council
- has services commissioned on their behalf by the Council
- is subject to safeguarding enquiries
- has any other engagement or relationship with the Council

Overarching Adult Social Care (ASC) vision: (developed with local people)

We want the residents of Derbyshire to enjoy the best quality of life, based on choices that are important to them. We recognise that people want to live in the place they call home with the people and things that they love, in communities where residents look out for one another, doing the things that matter to them.

We recognise that our offer plays a crucial role in supporting people to remain healthy, connected and independent in their communities whether that be through the provision of information and advice, access to universal or prevention support, or more intensive support to those who need it. We want to be part of ensuring the people of Derbyshire get the opportunity to lead their “best life”

This vision is delivered through the below priorities which are outlined in the ASC “Best Life Derbyshire” Strategy:

- Outcome focussed - support people to live their best lives independently at home, connected to the community and local resources, stepping in with more help where needed.
- Short-term support - helping people recover and regain stability, independence and control following a personal crisis or illness
- Joining up support - working across the system with partners, carers and residents to provide support in a safe, supportive homelike setting
- Co-production - develop more equal partnerships between people who use services, carers and professionals to deliver better outcomes
- Supporting carers and our workforce - recognise and value carers and our social care workforce and the contribution they make
- Standards and value for money - make sure there is a good choice of affordable care and support available across the county with a focus on people's experiences and improving quality.

This strategy describes the approach taken by ASCH to quality assurance.

Working with people

ASCH supports adults in Derbyshire through the application of a clear practice framework that guides a range of proportionate interventions, including;

- preventative services such as advice and information
- simple equipment and adaptations
- professional social work support
- comprehensive assessment and support planning

The latter is delivered working in partnership with local people and their carers to assess for and implement personalised, strength-based care and support plans which address peoples assessed unmet eligible needs and related outcomes. People who are eligible are supported to purchase their own care and support through a direct payment where this is appropriate. Information around charging for residential and non-residential care is accessible to people, including via easy read versions and advocacy where required.

Where changes to the delivery of care and support or charging policies are proposed, the community has the opportunity to contribute through thorough consultation. Where appropriate, the department monitors the age, race, sex, sexual orientation, religion and belief, trans status and disability of the people using its services and employed within the service which supports the identification of any changes required to improve or promote better diversity, inclusion, accessibility and equity of outcomes.

Supporting people to live healthier lives

Public Health acts as the system leader for health and wellbeing, discharging the local authority's duties in regard to health improvement, health protection and reducing health inequalities as outlined in legislation including the Health and Social Care Act 2012. The department seeks to ensure people live healthy lives, protect the health and wellbeing of everyone, focus on increasing healthy life expectancy and reducing inequalities.

Stakeholder engagement

Feedback from people who use services is invaluable in understanding the experience of the people we serve. It allows services to be developed with a focus on how people can best be supported. The Best life Derbyshire Strategy is based on extensive engagement with communities to find out what matters most to them and how they can be best supported. Engagement supports the building of trust and strong relationships as we listen to the needs and expectations of the people that use our services. Through consultation and co-production, one to one discussions, surveys and through careful consideration of complaints and compliments, we aim to develop our practice and services putting people's views at the heart of the department's offer.

Quality assurance will start with the persons experience. Consultation and engagement activities in the form of questionnaires, panels, focus groups and ethnographies with the residents and businesses within Derbyshire and its employees are regularly undertaken in order to deliver and enhance services. Statistical analysis ensures we can target services and better understand our residents.

Some of this consultation involves residents who have volunteered to take part in the Derbyshire Citizens' Panel.

Stakeholders are actively involved in the design and delivery of the practice framework. There are a number of forums across Derbyshire with more than 3,400 members. Local forums are independently run by local people for local people. They meet regularly to discuss important issues and work with organisations to make improvements to services and facilities.

Providing support

Contract monitoring of external services

The Council has effective procedures to ensure that the quality of care provided on its behalf is of the required standard and where standards are not met, that targeted action is taken. The Council is committed to robust quality monitoring arrangements across its externally commissioned social care services. There is a detailed framework which forms the basis for contract and quality monitoring activity undertaken by the Contracting and Market Management team, to support the delivery of high quality, safe and responsive care within providers' own regulated and unregulated services.

The monitoring arrangements of these services are delivered collaboratively between the Contracting and Market Management team, Social Care, and Integrated Care Board (ICB) colleagues. There is a regular Care Quality Commission led information sharing meeting which maintains oversight of the regulated services, with a focussed agenda on the highest risks within the sector. Adult Social Care Contracting and the ICB attend.

Where there are concerns around quality or safety within any of these services, a process to sanction providers is used whilst action plans are developed, and the necessary improvement work is undertaken. Part of the monitoring work involves managing and responding to provider failure to identify and embed solutions to keep people impacted safe.

Monitoring of directly provided services

The Council is committed to providing high quality, safe and responsive care within its own regulated and unregulated services. A quality assurance framework sets out the way in which the council's directly provided services are monitored to ensure that safe, high quality, personalised care is being delivered. There are two strands to the internal monitoring of these services; the first is the responsibility of operational management teams and the second is the responsibility of a central Quality and Compliance team. Where there are concerns around quality or safety within any of these services, a process to suspend admissions is used whilst improvement work is undertaken.

Transition arrangements

Children's Services and Adult Social Care work closely together to prepare young people to be more independent as they transition to adulthood. There is a focus on early planning, starting from 14 onwards, multi-disciplinary work to promote the choice

and aspiration of young people with a strength-based approach taken when looking to for the best outcomes for people when they reach adulthood.

A consistent approach is taken across the county, with bi-monthly locality meetings to track the development of transition plans for young people to reduce delay. Evidence-based checks and balances are undertaken at a locality level to ensure progress and that locality resources are allocated in a timely manner.

High level, key performance indicators are reviewed by strategic leaders to identify cohort level improvements and to monitor progress. These KPIs are reviewed at governance meetings including a Transformation Programme Board and the Better Lives Steering Group

Strategic leaders monitor progress at a Transitions Board which is held monthly. In attendance are representatives from Children's Services, Adult Social Care and Health, Commissioning, Health and SEND. The transitions workstream aims to improve joint working between partner agencies. Young people's feedback is gathered as part of creating a robust, coproduced aspirational plan.

Integrated care and partnerships

Joined Up Care Derbyshire is the Integrated Care System underpinning the coordination of health and social care across Derbyshire and is supported by the Derbyshire Health & Wellbeing Board. The aim is to improve outcomes for Derbyshire residents in population health and healthcare, tackle inequalities, experience, and access, enhance productivity and value for money and support social and economic development.

Derbyshire County Council and Derbyshire Community Health Services (DCHS) are currently progressing their 'Working Together Better' programme, aiming to deliver an effective 'Pathway One' service which provides responsive assessment, short-term intervention and reablement to support people to remain at home in times of crisis (Urgent Community Response), support timely discharge enabling more people to remain in a place they call home. This forms part of the Team Up Derbyshire directive which aims to create one team across health and social care. This includes a wider collaboration with general practice, mental health, and the voluntary and community sector, all working together and with their local communities.

This integrated way of working improves communication to provide safer coordinated care and supports safe transitions between different community services. The Integrated Care Transfer Hubs based within the two largest hospitals enable health and social care colleagues to work in a co-located environment supporting safe discharges from hospital into community services.

Derbyshire County Council works closely with District & Borough partners to support the delivery of our Housing, Accommodation and Support Strategies and in the delivery of Disabled Facilities Grants. A close partnership with the Derby and Derbyshire VCSE Alliance fosters integration of health, social care and voluntary sector services and support. This work is supported by a Memorandum of Understanding between the VCSE Alliance and the Integrated Care System.

Market shaping and commissioning

As part of the ongoing work by the Department of Health and Social Care in relation to the fair cost of care and market sustainability programmes within the external provider market sector, the Council has developed a number of market shaping and sustainability reports detailing the state of the market within Derbyshire and areas of focus to manage known and expected gaps.

A number of joint strategies have been developed in partnership with system colleagues, experts by experience, service users and carers. The strategies utilise national and local data and intelligence, both quantitative and qualitative, which is benchmarked across regional data. Information from the Joint Strategic Needs Assessment, Health Needs Indices, Health Impact Assessments, prevalence data, census data informs the department's understanding of the care and support needs in Derbyshire. This information is layered with feedback from engagement with Derbyshire residents, providers, and partners to identify gaps in service provision / market and supports the council to identify priorities.

Contracts and commissioning teams have an open dialogue with providers and partner agencies to understand, support and maintain a vibrant and sustainable market. An annual conversation with providers supports us to better understand the relationship between fees paid and costs of delivery to ensure sustainability and the Council operates transparent fee modelling when setting fees for care services. Regulated care home settings have identified link frontline practitioners and ICS officers to promote dialogue with providers about the care provision.

In relation to the Home Care market there is a clear plan to manage and sustain the market, detailing a number of local and regional initiatives to address these areas. Similar work is in place around care home provision to reflect the recommendations within the plans and strategies, to address known areas where market sufficiency is challenging.

Ensuring safety

ASCH is committed to supporting an open and transparent culture within which colleagues are encouraged to learn from incidents rather than to apportion blame where improvements are identified.

Risk analysis

Derbyshire uses a risk prioritisation tool, adapted from the triage guide created by ADASS. This enables the department to understand the volume of unallocated Care Act work across the county's eight areas. The tool is used to triage that work in accordance with the level of risk associated with it. There is oversight of within each locality of the case load held by practitioners with expectations around allocation set centrally and in accordance with the prioritisation tool.

There are four levels of risk prioritisation: very high, high, medium and Low. Risk is assessed by a triaging worker who utilises information in the referral and/or information

they have gathered during the triage process, to make an evidence-based decision utilising a risk assessment grid.

All DOLS referrals are triaged by a qualified Best Interests Assessor. Best Interests Assessors, independent from commissioners of care, examine care records and consult with the person, their family and friends where appropriate and involved professionals. DOLS assessments are then scrutinised by a DOLS Authoriser who has several powers to act, if concerned about any aspect of care or quality (including by setting Conditions, or by requiring further assessments or reviews).

Operational service managers are responsible for monitoring the caseloads of colleagues within their purview. This includes monitoring the complexity of allocated work via supervision meetings to ensure that caseloads are manageable, and these are safe and appropriate for the role, skill and experience of each colleague.

Safeguarding

ASCH has a Safeguarding, Quality and Development Team which works across Adult Social Care to ensure that best practice in adult safeguarding is adopted across all departments to protect adults with care and support. Quality Assurance service managers analyse and interpret qualitative and quantitative data and report on this as well as learning from adults with lived experience of safeguarding. The team develops action plans to address themes identified in reviews and assesses the impact of these, providing oversight, advice and support to social work teams.

The Derbyshire Safeguarding Adults Board

The Derbyshire Safeguarding Adults Board (DSAB) works with organisations across Derbyshire to ensure that they have safeguarding policies and procedures in place and that they work together in the best way possible to protect adults with care and support needs. The DSAB website provides a wide range of information and resources for both members of the public and professionals who may be concerned about adult abuse or neglect.

Leadership

Effective governance and assurance

The Quality Assurance Board for Adult Social Care and Health sits every six weeks and is chaired by a member of the Departmental Management Team. The board receives updates and escalations from workstream leads in the following areas: Commissioning and Contracting, External Market Quality Monitoring and Improvement, Direct Care – Quality Assurance, Area Social Care Quality Assurance, Stakeholder Voice, Safe Services, Workforce and Policy and Complaints. The escalations inform the risk register, prioritisation and action planning.

Effective quality assurance processes are prioritised by the department and detailed Quality Assurance Frameworks are in place which set out the requirement to regularly audit and review the way in which services have been provided. This approach to

review allows us to be proactive and identify themes and trends highlighting where improvements are required, as well as good practice.

A culture of learning, improvement and innovation

The Council actively seeks to promote a continuous cycle of practice development, learn when mistakes are made and to share and embed improvement. ASCH aims to promote a reflective culture, share best practice and listen to people about what works well. Regular surveys are used and analysed to inform action plans and embed improvements. Internal management reviews, case file audits and notifiable incident reporting are central to the learning approach taken by ASCH. These reviews are conducted where an incident has occurred, and learning has been identified either from good practice or where learning has been identified. Themes and trends are reviewed and learning is shared across the department through well-established forums.

This work allows ASCH to take a proactive approach to learning and we work closely with our colleagues in learning and development and policy teams to tailor training and policy around the specific needs of our workforce. The Learning and Development team quality assures the training delivered through an established process of evaluation and feedback from course participants. Embedded peer group discussions for practitioners and communities of practice for local team leaders encourage peer reflection and shared learning. Regular improvement cycles attended by operational and central leads within the Council's directly provided services allow for learning to be shared and a proactive and dynamic approach taken to policy development. Learning is translated into refreshed and updated policy and procedure and with an embedded process for ratification. Practice weeks play an integral part of the quality assurance framework and supports a focus on particular practice areas, providing a unique opportunity to bring colleagues together to promote shared learning and reflection.

Managing and sustaining an effective workforce

The Workforce Strategy sets out the priorities for the department for recruiting and retaining well motivated and well-trained colleagues across the department. Implementation of the Workforce Strategy is overseen by a Workforce Development Group chaired by a member of the Departmental Management Team. This group is responsible for the oversight of recruitment, retention, apprenticeships, essential training, induction, continuity planning and other relevant topics.