# Ways to Wellbeing

# North Tyneside Council

# Adult Social Care
# Quality Assurance Framework

# Contents

# Introduction

Our North Tyneside Plan 2021-2025 sets out the borough's priorities for 'A Caring North Tyneside.' These include:

- We will provide great care to all who need it
- People will be cared for, protected and supported if they become vulnerable
- We will work to reduce inequality, eliminate discrimination, and ensure the social rights of the people of North Tyneside are key to council decision making.

Adult Social Care's Quality Assurance Framework outlines how we assess the achievement of these aims, and how our findings shape improvements to our services.

**What is quality assurance?**

Quality Assurance includes everything we do to find out whether we are providing an excellent service. Firstly, we need to outline what excellent practice looks like in order to measure our practice against this.

Guided by our North Tyneside Council values, the law, social work and occupational therapy ethics, and national quality frameworks, we outline our approach to excellence within this document. This provides a shared understanding of quality, and a benchmark to measure against.

As well as assessing the quality of the service we provide, we examine its impact. An impact is considered positive if residents experience a positive interaction which supports them to achieve our "5 I" outcomes: to be safe, healthy, have opportunities, have a voice, and be happy.

By examining the quality of our actions, and the impact of our work, we can identify areas of strength to share and build on, and areas for improvement, where we could do things differently. This shapes our improvement plans, which we implement and subsequently evaluate.

The closes a continuous feedback loop – one which keeps the experience of individuals with care and support needs and their carers at the centre.

## Why is quality assurance important?

Quality assurance is everyone's business: every professional has a duty to take ownership of the quality of their work, and to contribute to improving the service that people receive from Adult Social Care.

We work with some of the most marginalised people in society, so have an ethical duty to ensure that we are providing effective, empowering, inclusive, person-centred support which supports a better quality of life. By centring the wellbeing of the people we support as the ultimate marker of quality, this keeps service users and carers at the heart of our decisions, within an ambitious culture where 'better never stops'.

Quality assurance activities provide evidence to shape our decisions. Ensuring our improvement plans are based on robust evidence makes it more likely that they have a positive impact, and meet our responsibilities to the wider public: to ensure that public funds are effectively used.

The Quality Assurance Framework enables staff at all levels of the organisation to understand how effectively they, their team, and Adult Social Care as a whole is:

• Delivering its statutory duties
• Supporting adults to remain safe
• Promoting adults' independence, choice and control
• Working within policies, procedures and service quality standards.

# Our principles of quality assurance

Three core principles guide our approach to quality assurance: a shared commitment, with proactive collaboration, to ensure continuous improvement.



1 **Commitment**

2 **Collaboration**

3 **Continuous Improvement**
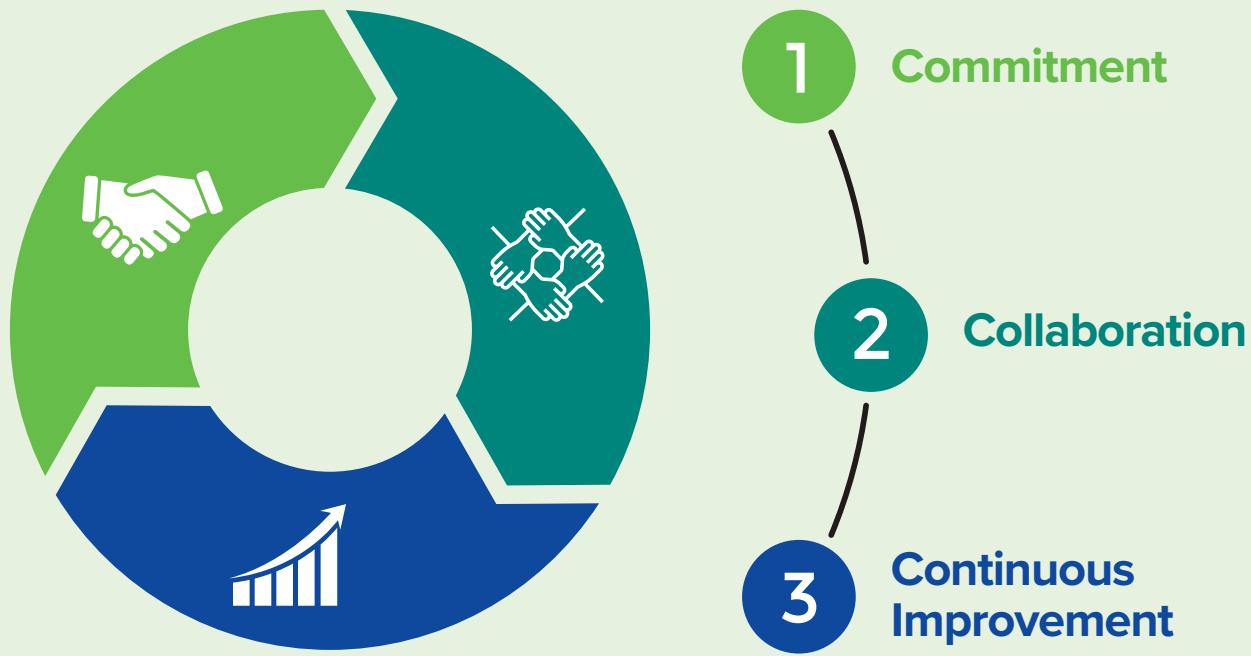
## Commitment

We will ensure that quality assurance activities are an integral part of Adult Social Care's work, invested in by staff at all levels. Everyone will have a shared understanding of the hallmarks of excellent practice: underpinned by our council values, defined by our Practice Standards, and seeking to achieve the "5 I" Outcomes.

We commit to consistently undertaking quality assurance activities, to provide real time understanding of our strengths and areas for improvement. We will prioritise our activities where the need for improvement is greatest, and take swift action to address areas where service users' or carers' safety or wellbeing are impacted.

Our approach to Quality Assurance will be complementary to the philosophy of our Ways to Wellbeing practice model: we will be strengths-based, celebrating and learning from practice excellence to build on what is strong. We will also identify where action is required to address needs, with a constructive approach which avoids blame.

## Collaboration

The most effective quality assurance activities include triangulation: comparing evidence from different sources to gain a holistic understanding of an issue. This often requires us to work together with colleagues from different areas of Adult Social Care, other council departments, and the wider health, social care and voluntary sector.

The views of frontline staff are of great importance to understand our strengths and gain ideas for improvement, and their views will be sought and listened to by leaders.

Most importantly of all, we will collaborate with people with lived experience of our interventions: seeking their views on the quality of service they receive, and keeping this feedback at the centre when developing improvement plans. Wherever possible, we will also include people with lived experience in shaping improvement plans.

## Continuous improvement

Quality assurance activities are only worthwhile if they result in learning which leads to improvement. To achieve this, the findings of quality assurance activity must be transparently shared with others, with a continuous cycle of feedback, improvement planning, implementation, review and evaluation maintained.

Quality assurance activity will be undertaken at all levels: at individual practitioner, team, service, and senior management levels, ensuring a learning culture throughout our organisation.

# National quality frameworks
## Guiding our approach

National frameworks shape our local approach in North Tyneside, providing evidence-based and sector-wide underpinnings for our approach to quality assurance. Our framework has been shaped by the National Quality Board's[1] principles of high-quality, personalised and equitable care, and Think Local Act Personal's Making It Real[2], a co-produced framework for personalised care and support.

### National Quality Board

The National Quality Board (NQB) champions the importance of quality and drives alignment of quality standards across health and social care, on behalf of NHS England, NHS Digital, the Care Quality Commission, the Office of Health Promotion and Disparities, the National Institute for Health and Care Excellence, Health Education England, the Department of Health and Social Care, and Healthwatch England.

The National Quality Board states that people working in health and social care must deliver care which is:

**Safe**
Delivered in a way that minimises things going wrong and maximises things going right.

**Effective**
Informed by consistent and up to date high quality training, guidelines and evidence.

**Positive experience**
**Responsive and personalised:** shared by what matters to people, their preferences and strengths.
**Caring:** delivered with compassion, dignity and mutual respect.

**Well-led**
Driven by collective and compassionate leadership, which champions a shared vision, values and learning.

**Sustainably-resourced**
Focused on delivering optimum outcomes within financial resources, reducing impact on public health and the environment.

**Equitable**
Everybody should have access to high-quality care and outcomes, and those working in systems must be committed to understanding and reducing variation and inequalities.

WELL-LED
EFFECTIVE
SAFE
High quality, personalised and equitable care for all
EXPERIENCE (RESPONSIVE AND CARING)
SUSTAINABLE USE OF RESOURCES

[1] National Quality Board (2021) A shared commitment to quality for those working in health and care systems. Available from: https://www.england.nhs.uk/publication/national-quality-board-shared-commitment-to-quality/ [2] Think Local Act Personal (2018) Making It Real: How to do personalised care and support. Available from: https://www.thinklocalactpersonal.org.uk/_assets/MakingItReal/TLAP-Making-it-Real-report.pdf

**Think Local Act Personal:** *Making It Real*

*Making It Real* is a co-produced framework which sets out what personalised community-based care should look like, divided into six themes:

**Living the life I want, keeping safe and well**

**My support, my own way**

**Having the information I need, when I need it**

**Staying in control**

**Keeping family, friends and connection**

**The people who support me**

Each theme has "I" statements and "We" statements. "We" statements describe what professionals and organisations should do to deliver good quality support. What this support looks like and results in for people who receive support is outlined in the "I" statements.

The "We" statements map onto our Adult Social Care Practice Standards: what we expect our staff to do.  The "I" statements align with North Tyneside Adult Social Care's "5 I" outcome statements: the key building blocks of a good quality of life, which we want all our residents to achieve. These are both outlined in the following section.

How Making It Real's "I" and "We" statements map onto North Tyneside Council's framework in our Quality Standards mapping document, available on Tri.X, the Policy and Procedures resource library.

# North Tyneside's approach to excellence

Building on the principles of the National Quality Board and Think Local Act Personal, our approach in North Tyneside is based on shared **values** that drive our **actions**, and lead to positive **outcomes** - all within an inclusive **learning culture.**

| Our **Values** | Our **Actions** | Your **Outcomes** |
| --- | --- | --- |

## Our Values

*Guiding everything we do*

The North Tyneside Council values inspire what we do every day: these values should be apparent within all of our work.

**We listen**
We get to know what matters most to people and build our support around this.

**We care**
We are respectful and compassionate, supporting people to be as safe and independent as possible.

**We are ambitious**
We are optimistic about people's potential and are creative in our work.

**We are good value for money**
We provide good value for the public through promoting independence - which also leads to a better quality of life.

## Our Actions

*Inspired by our values, working towards positive outcomes*

The Adult Social Care Practice Standards outline what we believe excellent practice looks like. There are 10 commitments to our residents, centred around four key themes:

**Getting to know you**
1.  We build relationships based on trust and respect.
2.  We build on people's strengths to achieve their goals.
3.  We value diversity and difference, and challenge injustice.

## Putting you in the driving seat

4. We provide high quality, tailored information and advice.
5. We recognise adults as experts in their own lives.
6. We support adults to remain safe, while promoting their independence.

## Support to stay safe and well

7. We provide proportionate, personalised support: in the right place, at the right time.
8. We ensure that everyone is protected from abuse and neglect.

## Working together

9. We work together in everything we do: with individuals, families, community groups, and other professionals.
10. We take a 'whole family' approach: supporting carers to live the life they want.

## Achieving Positive Outcomes

*A good quality of life for everyone in North Tyneside*

We want everyone to have a better quality of life because of our work. The "5 I" outcomes outline the building blocks of positive wellbeing. Ultimately, our quality assurance activity finds out whether our actions are supporting people to achieve these outcomes.

| I AM **SAFE** | I AM **HEALTHY** | I HAVE **OPPORTUNITIES** | I HAVE **A VOICE** | I AM **HAPPY** |
|---|---|---|---|---|
| Free from harm and abuse | Choosing healthier lifestyles | Living the life I want | An active citizen with influence | Resilient and enjoying life |

## An Inclusive Learning Culture

*Challenging the status quo, supporting positive change.*

Consistently high-quality interventions are more likely to be achieved within a learning culture, which is nurtured by strong governance and leadership. Leaders need to:

- Keep the wellbeing of people with care and support needs at the centre of everything they do
- Set a direction and priorities which are invested in by all
- Craft effective governance arrangements, with clear lines of accountability
- Understand the detail, as well as the big picture issues affecting the organisation
- Avoid blame and shame where things go wrong: defensive responses reduce the ability to learn
- Adopt a collaborative approach to improvement: inviting input from staff at all levels, partners, and people with lived experience
- Use resources effectively and efficiently
- Inspire others to achieve their best
- Encourage creativity and innovation
- Be prepared to challenge and be challenged.

# Our Framework
## Figures, Feedback, Findings and Focus

Our framework incorporates diverse approaches - from studies of individual practice, to service-wide evaluations of outcomes for adults with care and support needs. Each type of quality assurance has shared elements, summarised as **figures, feedback, findings** and **focus.**

Figures

Feedback

Findings

Focus
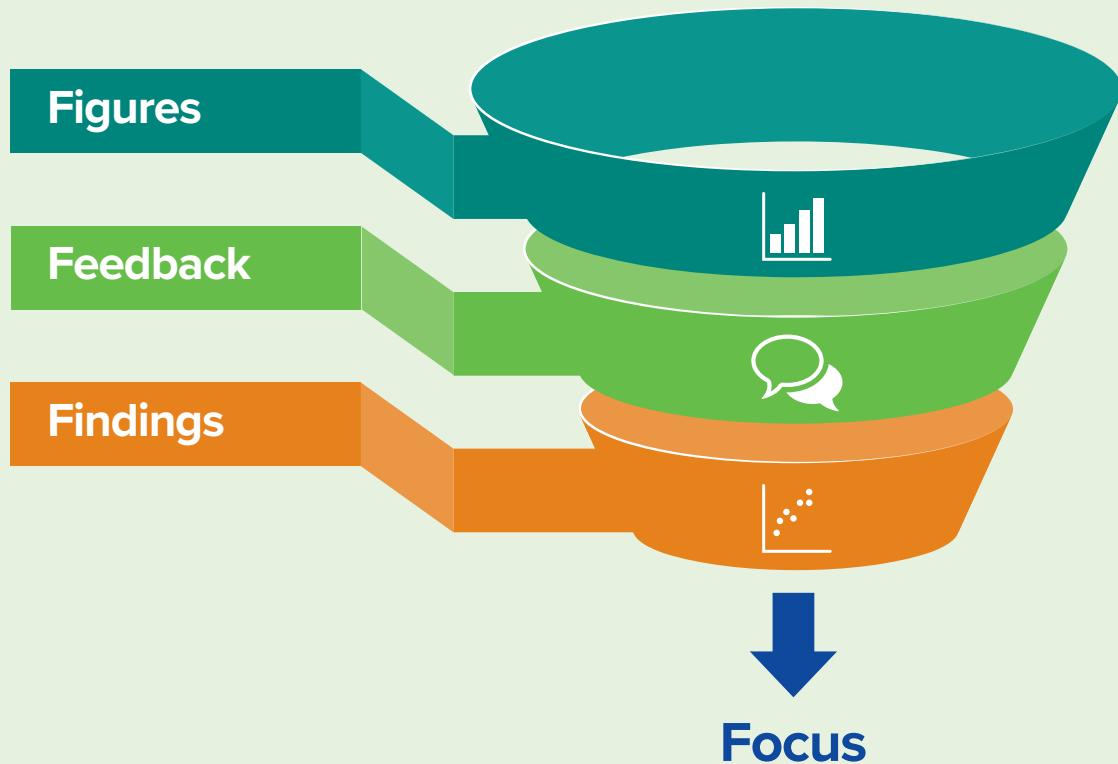
### Figures

We believe that quantitative data in the form of **figures** are vital to allow us to understand the bigger picture: elements such as levels of demand, how resources are being used, and aggregated user satisfaction and outcomes. Over time, figures tell us about trends across Adult Social Care, and between teams. They help us to know where to find our strengths, areas for development, and track changes over time.

### Feedback

Once we have figures, we must gather qualitative data: the stories behind the numbers. This includes gathering data about the lived experience of people who use our services, and the perspectives of our frontline staff and managers. This **feedback** allows us to explain the reasons behind the trends, therefore supporting effective improvement planning.

## Findings

We must analyse learning from quality assurance activity, triangulating information from various sources, including academic research and clinical guidance, to ensure that our understanding of an issue is holistic and rooted in its wider context. This analysis forms evidence-based **findings** which help us to share good practice, and form plans for improvement.

## Focus

The findings from quality assurance activity must be used to make improvements, whether this is at an individual, team, service or directorate level. This requires **focus**: sharing learning, bringing together stakeholders to shape ideas, and then building and implementing improvement plans. Finally, review and evaluation are crucial elements of every improvement plan, to examine the difference made. This returns us to the start of the improvement cycle: examining figures and feedback to measure the impact of changes. In this way, we create a culture of continuous improvement, within a learning organisation: one where 'better never stops'.

This combination of methods avoids compliance-based, simplistic approaches to quality assurance, which are ineffective means of understanding a complex system, working with unique individuals, within an ever-changing world:

| TRADITIONAL APPROACH | OUR APPROACH |
|---|---|
| Single method, single theme | Multiple methods, grouped themes, holistic assessment |
| Scoring and written judgements | Reflective conversations |
| Only considering cases when things go wrong | Appreciative Inquiry and sharing good practice |
| Audit checklists | Holistic, collaborative practice reviews based on Practice Standards |
| Using one audit for everything | Bespoke reviews, independent feedback from service users |
| Focused on single indicators | Crafting a practice story from different indicators |

## Key Sources of Learning

The below infographic outlines the means by which we assess our quality of practice and leadership, how we gain feedback from adults with support needs, carers, partners and staff, and how we learn and improve. It includes a variety of methods of collection, with the scope varying from individual practitioner level, to whole system analysis.

More detailed information about each approach is provided in our separate Key Sources of Learning document available on Tri.X, the Adult Social Care policy and procedures library.

### Resource Management

- SALT (Short and Long Term Support) Return
- ASC Finance Return
- SMT Performance Dashboards
- Team Dashboards
- Placement Clinics
- Budget monitoring
- SMT Budget and Performance Meetings
- Assistant Directors' Business Assurance Reports

### Risk Management

- Safeguarding Adults Collection (SAC)
- Safeguarding Adults Board
- MARAC
- MAPPA
- Channel Process
- Risk Enablement Panel
- Making Safeguarding Personal Reviews
- Safeguarding Adults Threshold Reviews
- Safeguarding Adult Reviews
- Transition Advisory Group

### Practice Quality Assessment

- Adult Social Care Outcomes Framework
- Management Authorisations
- Supervisor & Self-Assessed Case Reviews
- Collaborative Case Reviews
- Thematic Case Reviews
- Making Safeguarding Personal Reviews
- Safeguarding Threshold Reviews
- SMT & SAB Practice Quality Assessment Reports
- Health & Wellbeing Overview and Scrutiny Sub-Committee

### Adult's Voice

- Adult Social Care Survey
- Survey of Adult Carers in England
- LD Care Forum
- Parent Carer Forum
- Carers Partnership Board
- Complaints and Compliments
- Provider services feedback
- Feedback from Lived Experience Interviews
- Adult Social Care Engagement Hub
- Healthwatch North Tyneside's research

### Communication and Culture

- Senior Management Team meetings & Leadership Forum
- Managers Safeguarding Meetings
- Service Managers Meetings and Frontline Managers Meetings
- Team Meetings
- 'Stories of difference' storyboards
- Practice Week
- BIA, AMHP and Practice Educators' Forums
- ASYE Development Sessions
- Trainee Social Worker Development Sessions
- Ways to Wellbeing Innovation Hub
- Social Work Health Check
- Staff Focus Groups

### Practitioner Development

- Workforce Development Plan and Training Offer
- Individual Performance Reviews
- 1:1 Supervision
- Group Supervision
- Frontline Managers' Development Sessions
- Trainee Social Worker Programme
- ASYE Programme
- Postqualifying Standards for Practice Supervisors Programme
- Practice Educators' Development Sessions

# Better Never Stops
## Ensuring continual improvement

Continual improvement acknowledges that in a complex and ever-changing world, systems need to continually adapt. The National Quality Board[3] proposes a Seven Step Model for delivering quality care in systems, which we have adopted as our model of continual improvement:



SEVEN STEP MODEL

1 Setting clear direction & priorities
2 Bringing clarity to quality
3 Measuring & publishing quality
4 Recognising & rewarding quality & learning
5 Maintaining & improving quality
6 Building capability for improvement
7 Staying ahead

[3] National Quality Board (2021)
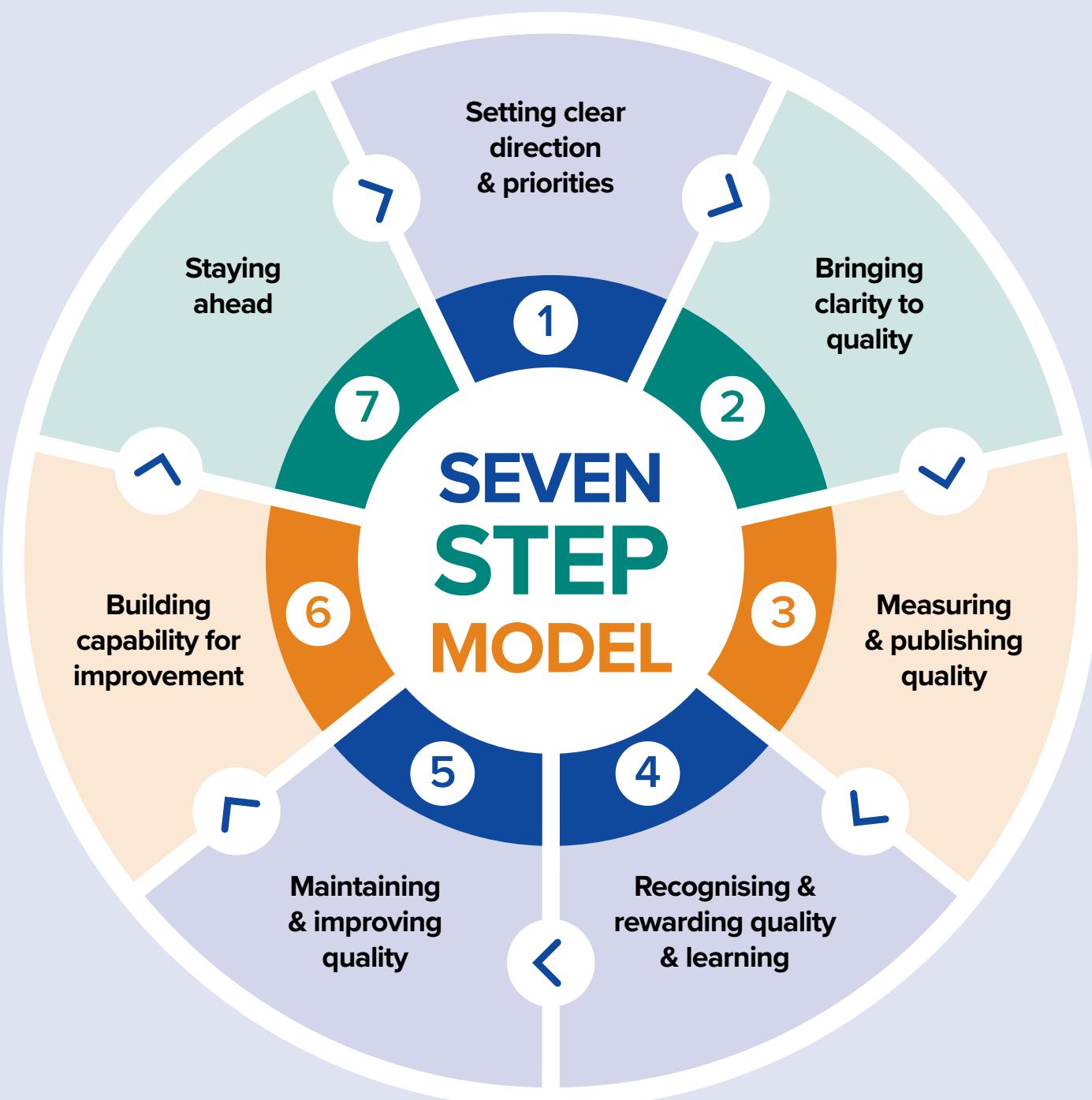
### 1. Setting clear direction and priorities

Delivering on the vision in the Our North Tyneside Plan 2021-2025 for 'a caring North Tyneside'.

### 2. Bringing clarity to quality

Setting clear standards for what high quality care and outcomes look like, based on what matters to people and communities: the Adult Social Care Practice Standards,the "5 I" Outcomes, and our policies and procedures.

### 3. Measuring and publishing quality

Measure what matters to people using services, monitoring quality and safety consistently, sharing information in a timely and transparent way, and using data effectively to inform improvement and decision-making.

### 4. Recognising and rewarding quality and learning

Recognising, celebrating, and sharing outstanding care, learning from others and helping others learn, and recognising and acting when things have not gone well.

### 5. Maintaining and improving quality

Working together to maintain quality, reduce risk and drive improvement.

### 6. Building capability for improvement

Providing multi-professional leadership for quality; building learning and improvement cultures; supporting staff and people using services to work towards coproduction; and supporting staff development and wellbeing.

### 7. Staying ahead

Embracing innovation, embedding evidence-informed practice, and monitoring practice quality and outcomes, to provide progressive, high-quality policy and practice.

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