

Team Manager Development Programme for Wales

Module One

An Introduction to Managing Practice
Quality

Day 1

Introduction – Role of the programme

- Help managers to develop an in-depth understanding of the key drivers influencing practice quality in social care.
- Help managers develop their critical thinking skills, and to make better case management decisions.
- Enable managers to apply a range of tools and techniques to improve practice quality within their teams, and to develop their ability to manage practice quality within social care settings.
- To obtain a University qualification:
 - Postgraduate Certificate in Managing Practice Quality in Social Care

Learning style

- Collaborative - sharing approaches that work.
- Exploratory - theory to practice.
- Test and constructively challenge each other.
- Respect each others' contributions.
- Confidentiality - only generalised learning to be taken back to the workplace.



Practicalities

- Housekeeping
- Attendance requirements
- Library
- Moodle
- Academic Adviser



Working online – hints and tips



Everyone enters on mute. Mostly stay on mute so we are not all talking at once



Use the chat to ask questions and make comments. This will be a dynamic learning experience



Turn on your video camera, please!
Unless you have a shaky connection! In that case, switch off your video



You will be going into breakout rooms, be prepared to be in rooms with 6 - 8 people



Raise your hand or click the hands up symbol if you want to speak in discussions



Be on time for breaks

Our learning space

- Be present
- Be open to new ideas and learning
- Share information and experience
- Confidentiality within the room



Module one – An introduction to managing practice quality

- Introduction to practice quality
- Managing practice quality in context
- Service users and carers at the centre of quality improvement
- Managing demand and capacity

Programme assessment – one assessment per module

- A written assignment which, in the context of national policy and best practice, provides an analysis of the practice quality arrangements relevant to your team and/or organisation.
- A written assignment which explains and reflects upon a work-based practice quality project that you have undertaken.
- A presentation of a case study which illustrates your own management and/or leadership skills. The presentation will be supported by a written description of the case study and reflection on the process, with a critical evaluation of the consequences for practice.

Timetable for Module 1

- An introduction to practice quality
- Quality framework self assessment
- Quality - the national context
- Service users and carers at the centre of quality improvement
- Module one assessment
- Managing demand and capacity
- Next steps - 360 degree assessment feedback and personal development plans (course requirement)

Learning outcomes

- Have an in-depth knowledge of key national guidance and requirements, and a critical understanding of the implications for your team and/or organisation
- Demonstrate a critical understanding of the principles and theories of managing practice quality in social care
- Critically analyse your team and/or organisation's practice quality arrangements
- Identify and critically evaluate practical improvement proposals in your practice area
- Analyse and evaluate personal competence and design and manage own personal development strategy

Role of team manager

“First-line managers are the keystone of any social services organisation: their quality and competence make a significant difference to its performance. “

Social Care Institute for Excellence (nd) Managing Practice.
Available at <https://www.scie.org.uk/publications/guides/guide01/>
(Accessed 24/07/2019)

Introductions

- Your name, what you do, where you work.
- Think of a key word that describes your role as manager?



5 minute breather!



What is quality?

“Without an understanding of the concept of quality, and its translation into a working definition or model, it will be difficult to even begin to recognise, or to assess, whether ‘quality’ services have been provided.”

Stein. M (2009) Quality Matters in Children’s Services: messages from Research. Available at <http://issuu.com/philayres/docs/qualitymatters> (Accessed 21.6.16)



Sainsbury's



John Lewis

TESCO
Every little helps

Reflections on quality as a concept / idea

So... what does quality mean?



“...no one expects luxury or a special service. People just want to be given safe and proper care by people who think every individual deserves the best...”

Anon

Exercise

- Look at the names of shops.
- As a group rank them in terms of quality.
 - Think about why you have ordered them in this way.
 - What does 'quality' actually mean?
- What have you learned about quality from doing this exercise?



Breakout rooms – An introduction to Practice Quality





Back in 15 minutes – step away from your screen!

Please come back to main room after break.

What helps us understand quality?

- Theories on quality
- Quality frameworks
- Learning from SCRs
- National and local legislative and policy drivers



Definitions of quality - Moullin

- Fitness for purpose.
- Conformance to specifications.
- Conformance to user / customer requirements – including internal.
- Meeting the requirements and expectations of service users and other stakeholders while keeping costs to a minimum.

Moullin M (2002). Delivering Excellence in Health and Social Care.
Open University Press.

Definitions of quality – Robert Maxwell



Robert Maxwell (1984) Quality Assessment in health. BMJ.

Approaches to managing quality

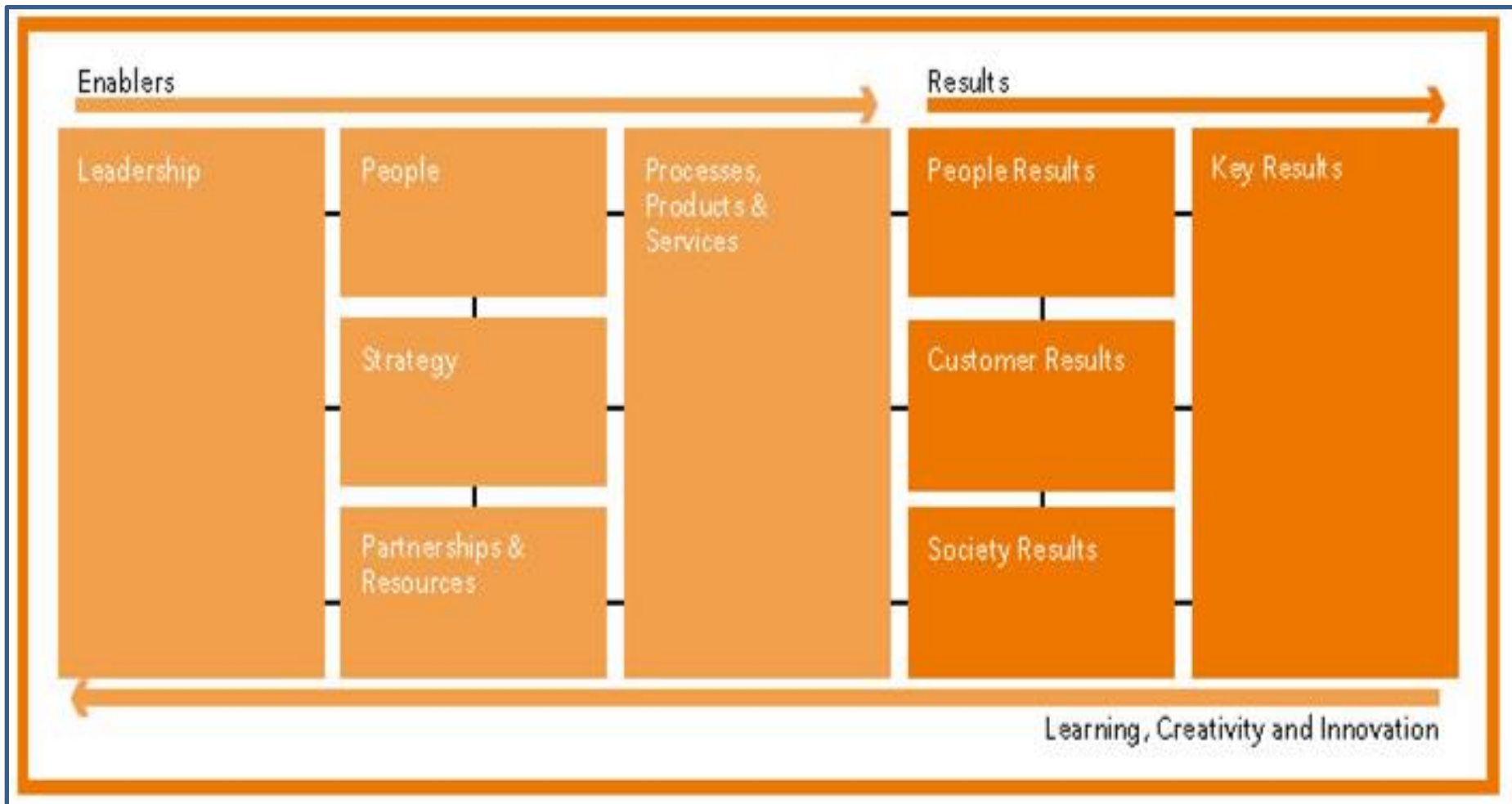


Public Service Quality Model - Gaster

- Citizens/consumers of public services at the centre
- Organisational values/objectives
- Defining service quality
- Assessing present service quality
- Decide how quality can be improved
- Put in place standards and measures
- Put in place monitoring arrangements
- Evaluate improvements/achievements

Gaster L and Squires A (2003). Providing Quality in the Public Sector. A practical approach to improving public services. Maidenhead: Open University Press.

Business Excellence Model



Total Quality Management (TQM) principles

- Customer focus
- Leadership
- Involvement of staff
- Process approaches
- System approaches
- Continual improvement
- Factual approach to decision making
- Mutually beneficial supplier relationships

IPC framework for managing quality of practice



IPC (2006) Certificate of Credit in Leading Quality Improvement

IPC framework for managing quality of practice

- Based on best practice
- Achieving better outcomes at its core
- All elements as important as the other
- Foundation of the Modules of this programme

IPC framework for managing quality of practice



IPC (2006) Certificate of Credit in Leading Quality Improvement

Trusted partner in public care

27



Quality – joint health & social care agenda



- Quality is everyone's business
- Continuous improvement is everyday business
- Managers/practitioners work together to improve/innovate
- Better use of information
- Integrated teams/joint appointments/pooled budgets

NHS Wales (2011/2012) Annual Quality Framework
2011/2012. Crown Copyright www.cymru.gov.uk

Quality principles from the literature

- The needs of the service user / carer are central.
- Quality must be planned for and actively managed.
- Quality needs to be measured.
- Quality improvement needs to be continuous and ongoing.
- Processes and systems need to be effective.
- The organisation must encourage learning and act from experience.
- Everyone is responsible for ensuring quality.
- Effective communication is central.

Serious case reviews...when quality of practice fails?

"At times there has been very little organisational learning, even within the same organisation, but certainly across other organisations."

BBC News Report (Sept 2013) Bridget Robb, Chief executive of the British Association of Social Workers. Accessed 14.1.14 www.bbc.co.uk

Do we learn?

- A survey by BASW suggested 25% of social workers never saw a serious case review by their own local authority and 36% had never seen the actual Peter Connelly (Baby P) report.
- The survey, of 238 social workers, found 67% were "only sometimes" able to read recommendations from reports, and 17% never do.

BASW (nd) Pelka Serious Case Review: Child protection workers must be given chance to learn from tragic cases. Available at <https://www.basw.co.uk/media/news/2013/sep/pelka-serious-case-review-child-protection-workers-must-be-given-chance-learn> (Accessed 24/07/2019)



Learning from what went wrong...

- In Search of Accountability A review of the neglect of older people living in care homes investigated as Operation Jasmine (2015)
- Serious Case Review – Daniel Pelka (2013)
- Transforming care: A national response to Winterbourne View Hospital (2012)
- Serious Case Review - Khyra Ishaq (2010)
- Serious Case Review: Baby Peter (2009)
- The Victoria Climbié Inquiry (2003)



Common key themes



Safe staffing



Improve complaints reporting and transparency



Culture of organisations



Multi agency failings in reporting and communicating



Poor quality of care



Monitoring and reporting



Leadership and management failings

Lunch



What shapes national thinking on quality?

Group reflection



Llywodraeth Cymru
Welsh Government



The national context in Wales

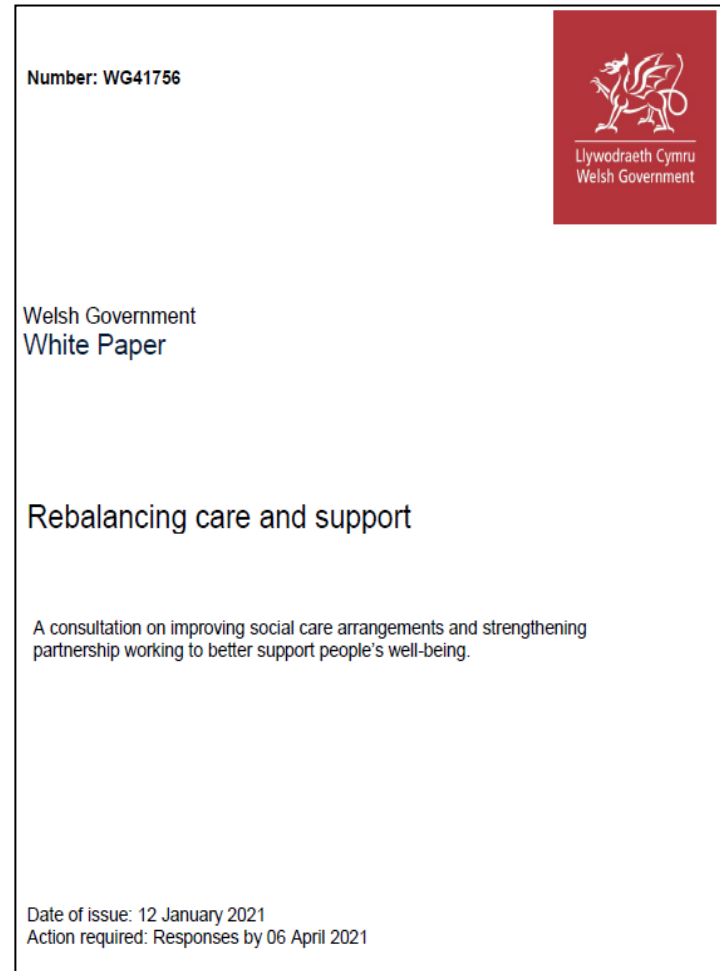
- Wales - now able to pass primary legislation so increasingly divergent policies/structures from England:



- Social Services and Well-being (Wales) Act 2014
- Housing (Wales) Act 2014
- Well-being of Future Generations (Wales) Act 2015
- Regulation and Inspection of Social Care (Wales) Act 2016
- A healthier Wales: long term plan for health and social care 2018
- The Health and Social Care (Quality and Engagement) (Wales) Act 2020
- Coronavirus Act 2020

Rebalancing care and support

- Consultation document
- Responses by 6 April 2021
- Futures and Integration
Division of Social Services
and Integration Directorate



Context of rebalancing care and support

- The pandemic has put the social care system under great strain and made the fragility of the sector more visible.
- Years of UK-wide austerity has made its mark on public finances, and a further challenging period lies ahead of us.
- Need to increase the pace of transformational work to make social services sustainable.
- Proposals are about long term solutions to enhance our system and ensure sustainable social services in Wales that support people to achieve well-being. Not short-term fixes.

Rebalancing means...

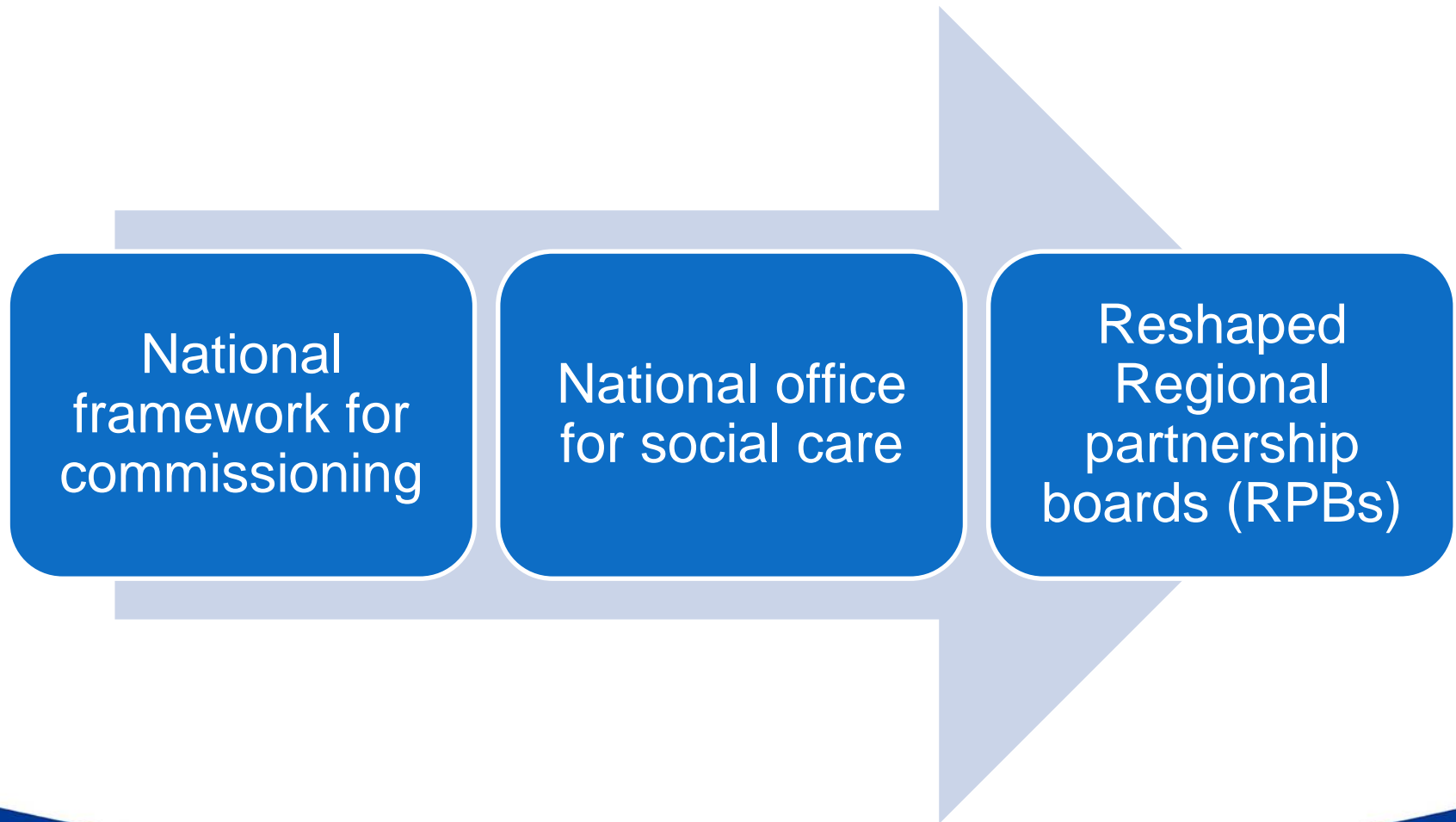
Away from:

- Complexity
- Price
- Reactive commissioning
- Task based practice
- Organisational focus

Towards:

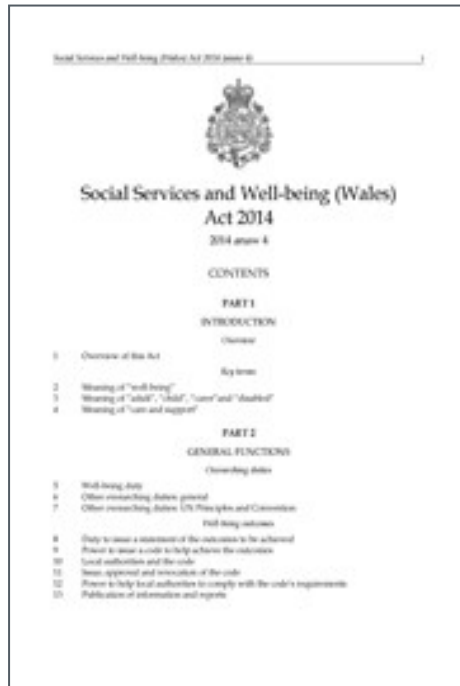
- Simplification
- Quality and social value
- Managing the market
- Outcome-based practice
- Effective partnerships

Overview of the proposal for consultation



Social Services and Well-being (Wales) Act 2014

- Forms the basis for the statutory framework for social care in Wales.
- Makes wide-ranging reforms to Social Services with a focus on well-being, and greater voice and control for service users and carers.
- It gives effect to the policy set out in the Welsh Government's White Paper, Sustainable Social Services for Wales: A Framework for Action.
- Several Acts repealed but some legislation will remain in place e.g. the Mental Capacity Act, or in part will remain, e.g. Children's Act.



Care Council for Wales (2015) Training Resources: Introduction and awareness , Cardiff : Care Council for Wales

Parts



Principles

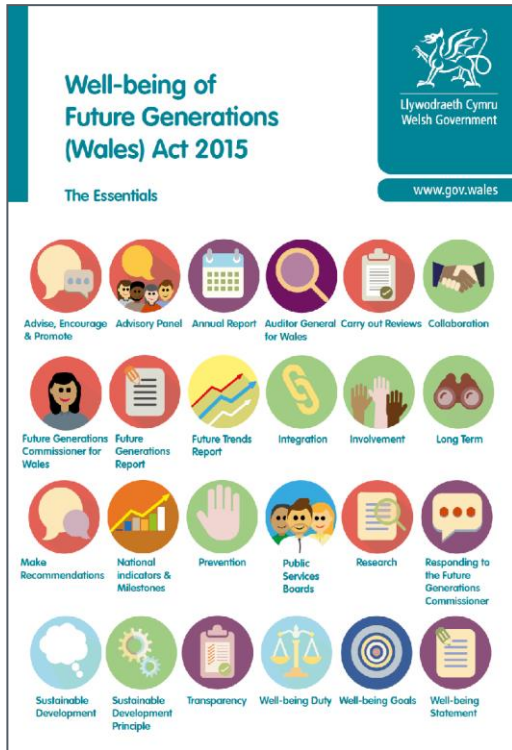
- Voice & control
- Prevention & early intervention
- Well-being
- Co-production
- Multi agency

OUTCOMES

People

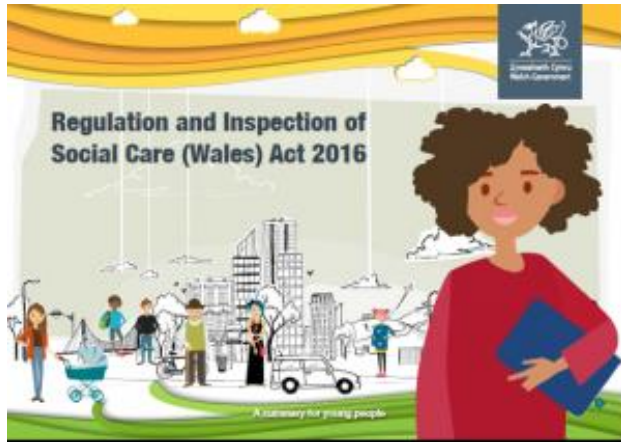
- Adults
- Children
- Carers

The Well-being of Future Generations (Wales) Act 2015



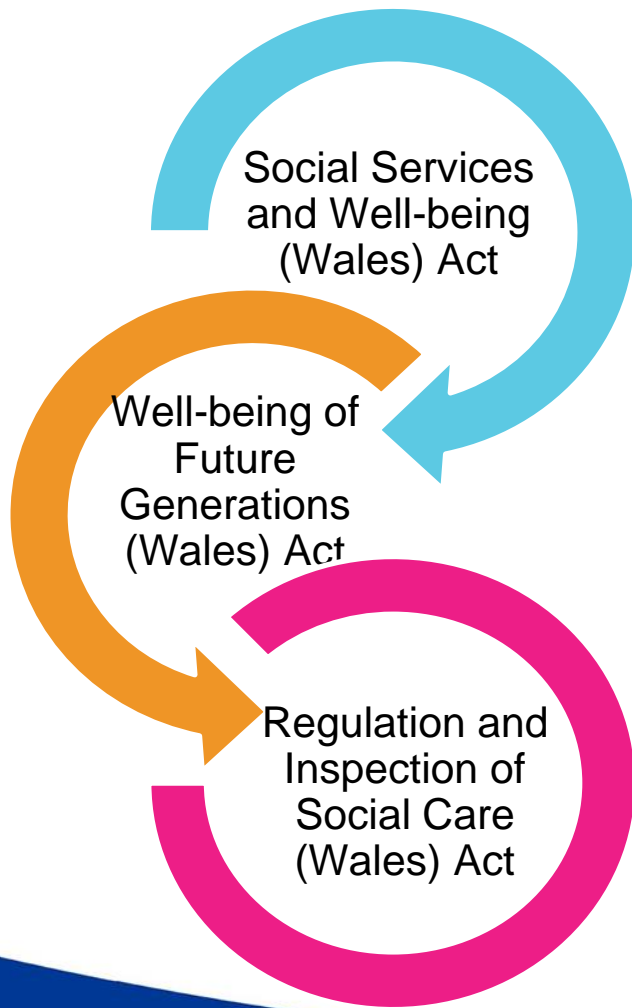
- Improving social, economic, environmental and cultural well-being.
- Public bodies must work in a sustainable way and think about the impact on future generations.
 - Work together better
 - Involve people reflecting diversity
 - Look to the long term as well as now
 - Stop problems getting worse
- A statutory Future Generations Commissioner.
- Public Services Boards for each LA.
- Wellbeing assessments and Plans to achieve wellbeing goals

The Regulation and Inspection of Social Care (Wales) Act 2016



- Reforms the regulation of social care in Wales by placing people who receive care and support at its centre
- Reforms the regulation of the social care workforce
- Reforms the inspection of local authority social services functions
- Provides a robust response to the lessons learned from previous failures in the system
- Social Care Wales with new powers from April 2017.

It's all about wellbeing



- The focus on the individual's well-being as a key part of the wider concept of well-being
- A common emphasis on prevention, collaboration, integration, involvement and adopting a long term approach to the improvement of public services.
- Expectations and requirements to work together to improve outcomes for people.

The national approach to achieving quality and monitoring performance

- A national outcomes framework.
- Performance measurement framework for care and support providers.
- Inspection and regulation framework.
- Regulated workforce.
- Social Care Wales has responsibilities for improving the quality of social care services.
- Use of research to support practitioners, employers and researchers to better understand what works well so they can support those who need protection, care and support.

National outcomes framework for people who need care and support and carers who need support

Well-being statement

National Outcome Indicators

Service contribution to achieving well-being outcomes for people

Performance Measurement Framework for Care and Support Providers

Including: Local Authority Social Services, Residential Care / Nursing Homes, Domiciliary Care Agencies, Fostering Agencies, Voluntary Adoption Agencies, Adoption Support Agencies.

Inspection and Regulation framework

Care Inspectorate Wales



- The independent regulator of social care and childcare in Wales.
- Carries out functions on behalf of Welsh Ministers
- Decides who can provide services
- Inspects and drives improvement of regulated services and local authority social services
- Undertakes thematic reviews of social care services
- Takes action to ensure services meet legislative and regulatory requirements
- Investigates concerns raised about regulated services

- Sets standards for the care and support workforce, making them accountable for their work
- Develops the workforce so they have the knowledge and skills to provide the best care and support
- Works with others to improve services for areas seen as a priority, such as care and support in people's homes
- Sets priorities for research to collect evidence of what works well
- Shares good practice with the workforce so they can provide the best care
- Provides information on care and support for the public, the workforce and other organisations.

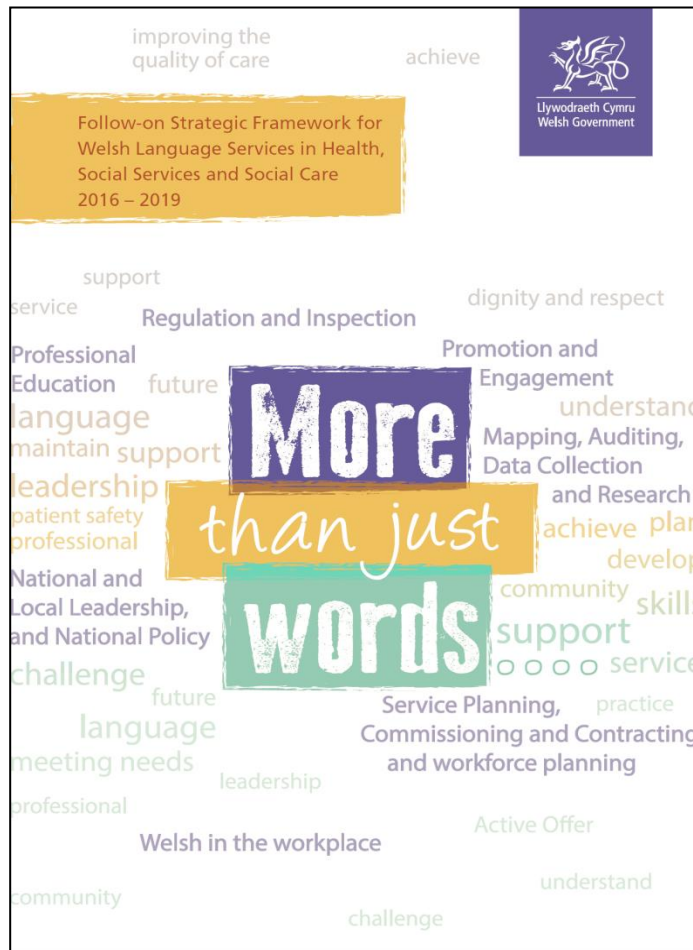
The Health and Social Care (Quality and Engagement) (Wales) Act 2020

- Strengthen the existing duty of quality on NHS bodies to Welsh Ministers re: their health service functions.
- Duty of candour on providers of NHS services about when things go wrong.
- Strengthen citizen participation with a new all-Wales Citizen Voice Body.
- Appointment of vice chairs for NHS Trusts and bringing them in line with health boards.

Tackling poverty – building resilient communities

- **Children and Families (Wales) Measure (2010):**
 - Funded programmes include:
 - Families First
 - Flying Start
 - Integrated Family Support Service
- **Tackling Poverty Action Plan (2012-2016):** plans to reduce the number of people living in poverty
- **Communities First:** community focussed tackling poverty programme (phased out in March 2018)
- **National Strategy ‘Prosperity for All’ Wales (2017):** whole government approach to increasing prosperity and addressing root causes of poverty

More than just words...



- Welsh Language (Wales) Measure 2011.
- Welsh Language standards came into force 30 March 2016.
- More than just words. Follow-on strategic framework for Welsh language services in health, social services and social care (March 2016).

More than just words...

- Strategic Framework for Welsh Language Services in Health, Social Services and Social Care.
- Many people can only communicate their care needs effectively through the medium of Welsh.
- Being able to use your own language has to be seen as a core component of care, not an optional extra.
- Organisations are expected to mainstream Welsh language services as an integral element of service planning and delivery.

Welsh Government (2012) More than just words... Strategic Framework for Welsh Language Services in Health, Social Services and Social Care, Cardiff: Welsh Government

Home - Social Care Wales

Overview of the Social Services Regulation Act 2014

take a screenshot - Google Chrome

Securehttps://socialcare.wales/hub/sswbact

AppsGoogle@BrookesOBU MOODLE IPC Successful Commissioning Imported Launch of an Innovation

Listen to websiteIncrease text sizeCymraeg



Social care legislation in Wales



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Windows Taskbar: Start button, Search bar (Type here to search), Task View, Edge icon

Leadership and Management


Securehttps://socialcare.wales/hub/hub-resource-sub-categories/leadership-and-management

AppsGoogle@BrookesOBU MOODLE IPC Successful Commissioning Imported Launch of an Innovation

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Social care legislation in Wales



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Leadership and management

Leadership and management



Back in 15 minutes – step away from your screen!

Please come back to main room after break.

Breakout groups

Quality – The National Context



The Coronavirus Act 2020 (CVA) (Wales)

- The Coronavirus Act 2020 (Suspension: Local Authority Care and Support) (Wales) Regulations 2021.
- Welsh Government suspended the social care provisions of the Coronavirus Act 2020.
- Provisions related to:
 - Easements in adult social care.
 - Safe service delivery for children social services.
 - Principles remain unchanged.
- No local authority in Wales activated easements.

Coronavirus legislation for adults

- Adult social services during COVID-19 pandemic guidance

<https://gov.wales/adult-social-services-during-covid-19-pandemic-guidance>

- The Health Protection (Coronavirus Restrictions (Wales) regulations 2020

<https://gov.wales/health-protection-coronavirus-restrictions-wales-regulations-2020-amended>

- Responding to COVID-19: the ethical framework for adult social care

<https://www.gov.uk/government/publications/covid-19-ethical-framework-for-adult-social-care/responding-to-covid-19-the-ethical-framework-for-adult-social-care>

- Coronavirus: ethical values and principles for healthcare delivery framework

<https://gov.wales/coronavirus-ethical-values-and-principles-healthcare-delivery-framework>

Key national guidance – Group reflection



- Consider ALL of the legislation and national policy we have looked at.
- What are the implications / impacts of these drivers on practice quality in your
OI

Safeguarding

Outcomes

Early intervention and prevention

Voice and control

Integration

Efficient and effective

Collaboration

Sustainability

Well-being

Evidence

30

Self Assessment

- Use the TQM or IPC self assessment tool to identify the key characteristics of your team or service's current approach to the management and leadership of practice quality.
- You might find it helpful to review and revise the self-assessment and include it as an appendix to Assignment 1.
- Make a start asap.

Self-Assessment framework: Total Quality Management (TQM)

Self-Assessment framework: Total Quality Management (TQM)

Name of team/organisation:

Evaluate the strengths and weaknesses of your team and organisation. Give each statement a score out of 5, where 5 = strongly agree with the statement and 0 = strongly disagree – and justify your score.

Statement	Score out of 5	Illustrative examples, comments
1. Commitment and example from top management		
There is a continuing commitment from senior managers to achieve real and sustained improvements in quality.		
Senior staff are available to answer difficult questions about quality and resources.		
Senior managers recognise and celebrate quality improvement.		

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