



18 December 2013

Staffordshire Care Quality Strategy 2013-2016

Quote from: Alan White, Cabinet Member for Care.

“The way we care for the elderly and more vulnerable members of our communities is undoubtedly a mark of a society which we would all want to be part of.

“National scandals on care have prompted much debate, but here in Staffordshire we have recognised the time for talk is over. We are less about standing still and more about moving forward with partners to deliver the support people need and deserve.

“Staffordshire County Council’s Quality Green Paper on the Revolution of Care set out ambitions to ensure residents and their families are at the heart of change and as a county we adopt a “zero tolerance” approach on poor standards.

“We have listened to what people have said and our Staffordshire Care Quality Strategy and partner-wide commitment responds to what people have told us and underpins our drive to improve the quality of life for residents of all ages in Staffordshire.”

Report Summary:

1. This report seeks to set out how we aim to begin to establish a culture of ‘zero tolerance’ of poor quality and a tough, but fair approach to dealing with standards which fall short, as well as recognising the need to be able to identify excellent quality and reward it
2. We need to ensure people are always treated fairly and with dignity and ensure their voices and experiences are heard and that this is the main driver of quality improvement
3. Consideration of the finding of the Green Paper consultation carried out in 2012, recent changes in legislation and the Francis Report into failings at Stafford Hospital has culminated in the development of a ‘Staffordshire Care Quality Compact’ with CCG partners and a ‘Staffordshire County Council Care Quality Strategy’
4. We will improve the quality of care services in Staffordshire through the publication and implementation of the Staffordshire County Council Care Quality Strategy
5. The strategy also supports the realisation of the Staffordshire-wide Joint Health and Wellbeing Strategy ‘Living Well in Staffordshire’ and its innovative five year plan to focus more on integrated care in the community, prevention and early intervention

6. Staffordshire County Council's Care Quality Strategy sets out how the county council will deliver on the vision and respond to what people told us and ensure excellent quality care in Staffordshire
7. A detailed implementation plan will complement the strategy, setting out the changes we are making

Recommendation(s) I recommend that:

- a. That Cabinet considers the contents of this report and corresponding consultation outcome report produced by Engaging Communities Staffordshire (ESC)
- b. That Cabinet consider the contents of the draft Staffordshire Care Quality Compact and draft Staffordshire County Council Care Quality Strategy and endorses them for publication and implementation
- c. That Cabinet endorses the overall approach to improving care quality in Staffordshire and embedding a zero tolerance approach to poor quality

Local Members Interest	
N/A	
Alan White	Insert Electoral Division

Cabinet – 18 December 2013

Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016

Recommendations of the Cabinet Member for Care

- a. That Cabinet considers the contents of this report and corresponding Consultation outcome report produced by Engaging Communities Staffordshire (ESC)
- b. That Cabinet consider the contents of the draft Staffordshire Care Quality Compact and draft Staffordshire County Council Care Quality Strategy and endorses them for publication and implementation
- c. That Cabinet endorses the overall approach to improving care quality in Staffordshire and embedding a zero tolerance approach to poor quality.

Report of the Deputy Chief Executive and Director for People

Reasons for Recommendations:

1. The Green Paper was in development for many months. It responded to a number of drivers calling for the need for real action to improve care quality both in Staffordshire and more widely
2. The consultation process resulted in over 1,100 people sharing their views on the quality of care services in Staffordshire
3. There was overwhelming support for the development of an agreed set of quality standards
4. Being treated fairly and with dignity, the behaviour and attitude of staff and the knowledge and skills of staff were seen as essential components for delivering high quality care
5. Service users and the public were also keen to see poor quality driven out by having clear consequences and actions when this happens

6. Analysis of the findings by ECS from the consultation process highlighted a number of key recommendations:
 - a. There is a need to raise expectations of the quality of social care people in Staffordshire should expect
 - b. This 'standard' needs to be clearly communicated to Staffordshire residents
 - c. The proposed definition of quality is adopted along with all proposals put forward in the Green Paper to improve the quality of care
 - d. Development of an agreed set of quality standards for the sector
7. There have been a number of other developments in legislation and significant events both nationally and locally, which have put the spotlight on quality and make quality a priority for all partners. This has required us to refocus our thinking about our understanding of what quality is and how we improve it. All these factors have shaped our approach to the development and content of the Staffordshire Care Quality Compact and the draft Staffordshire County Council Care Quality Strategy.
8. Locally, the Francis Report on the Mid-Staffordshire NHS Foundation Trust Public Inquiry, building on two previous inquiries into events at the Trust, was published in February 2013. This report, which uncovered a lack of basic care quality, has been a fundamental factor in shaping our approach. The latest report considers why these serious problems were not identified and acted on sooner, and what should be done to prevent them happening again. The report calls for a fundamental change in culture, whereby patients are put first. It makes 290 recommendations covering a broad range of issues relating to patient care and safety in the NHS. Some of the universal issues that stand out are:
 - a. The service user must be at the heart of everything we do
 - b. Our systems must allow us to take early action where there are concerns about service quality
 - c. Information about providers must be shared across the system (including with Overview & Scrutiny Committees and Healthwatch), especially information about complaints and that the process of making complaints is clear and understood.
9. The Vision, Principles and Values set out in the Health and Wellbeing Strategy have also directly shaped the development of the Care Quality Compact. This is designed to ensure that in achieving excellent quality in care we support our overall vision of achieving improved health and wellbeing for all people in Staffordshire.

10. The Compact's Vision is founded on the proposed definition of quality consulted on as part of the Green Paper:

“Staffordshire will be a place where care services are: rated highly by the people that use them, meet peoples needs fully, promotes choice and control and provide services which focus on listening to the people that use them, making their views central to driving quality improvement.”

All partner organisations are being asked adopt the Principles of Quality for the Compact:

- Actively work together to ensure quality improvements are delivered and information and intelligence is joined up and acted on
- Base quality improvement initiatives on the features agreed by all partners as constituting high quality
- Ensure that the views of people receiving care and support and their family/carers are always heard and drive better quality in services, embedding the principle “nothing about me, without me”
- Ensure that the quality of all care and support services is transparent to everyone
- Actively challenge poor quality and make it easy for others to do so, both internally and externally to the organisation.

11. The County Council's Care Quality Strategy sets out how we will meet our commitment under the Compact, respond to what people told us and realise specific proposals in the Green Paper that respondents overwhelmingly endorsed.

12. The Strategy sets out the drivers for development, what people told us as part of the Green Paper consultation, proposals for implementation and a proposed set of quality standards that will form our 'Care Quality Charter'. The comprehensive implementation plan sets out how we will deliver on these proposals.

13. The aim of both the Compact and the Strategy is to ensure the people of Staffordshire always drive quality improvements, always receive excellent quality services, and, if standards do fall short, we tell them about this and they know we will always take action to put it right and keep people safe.

List of Background Documents:

- a. The Green Paper for a 'A revolution in Care Quality'
- b. Quality Green Paper – Engaging Communities Staffordshire Final consultation report
- c. Draft Staffordshire Care Quality Compact
- d. Draft Staffordshire Care Quality Strategy

Report Commissioner: Shirley Way

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Summary of Community Impact Assessment (including a Health Impact Assessment if applicable) for Draft Staffordshire Care Quality Compact and Draft Staffordshire County Council Care Quality Strategy 2013-2016

	Impact Assessment	
	+ve/neutral/ -ve	Further information [Degree of impact and signpost to where implications reflected within the report/main Assessment]
Assessment next to Outcomes and impact areas		
Prosperity, knowledge, skills, aspirations	positive	The Compact and strategy seeks to ensure that people who use care services have increased knowledge to improve choice and control when choosing care services and that their aspirations are raised about the quality of care they should expect from services – with specific measures set out in the strategy implementation plan pertaining to greater information and intelligence about the quality of care services locally and improved mechanisms for people to report concerns or quality issues. Please see full CIA, draft Compact, Strategy and Implementation plan
Living safely	positive	The Compact and strategy seeks to ensure that people who use care services are able to live more safely through the provision of their care service– with specific measures set out in the strategy implementation plan how we will work with care service providers to improve the quality and safety of services locally. Please see full CIA, draft Compact, Strategy and Implementation plan

Supporting vulnerable people	positive	The Compact and strategy demonstrates that Commissioners of Health and social care services across Staffordshire are serious about improving the quality of care; to ensure people experience excellent quality services and outcomes. The provision of excellent services to the most vulnerable people in Staffordshire sits at the heart of our ability to safeguard our citizens and this priority is clearly reflected in both documents including measures relating to better information sharing and support for vulnerable people. Please see full CIA, draft Compact, Strategy and Implementation plan
Supporting healthier living	positive	The Compact and strategy seeks to ensure that people who use care services have increased knowledge to improve choice and control when choosing care services and that their aspirations are raised about the quality of care they should expect from services – with specific measures set out in the strategy implementation plan pertaining better information to make choices for example. Please see full CIA, draft Compact, Strategy and Implementation plan
Highways and transport networks	neutral	N/A
Learning, education and culture	positive	The Compact and strategy seeks to ensure that people who use care services have increased knowledge to improve choice and control when choosing care services and that their aspirations are raised about the quality of care they should expect from services – with specific measures set out in the strategy implementation plan pertaining to 'up skilling' the care workforce, increasing apprenticeships and uptake of sector specific qualifications and financial support to access training and development opportunities. Please see full CIA, draft Compact, Strategy and Implementation plan

Children and young people	neutral	
Citizens & decision making/improved community involvement	positive	<p>The Compact and the strategy have been developed following a large-scale public consultation of over 1,100 people across Staffordshire. The results of the engagement activity have informed our understanding or wider local need amongst people that use care services and the wider community. The full results of the consultation are set out in the final consultation report produced by Engaging Communities Staffordshire with the key finding of the consultation set out in section 1 of the full CIA. The results of the consultation have fundamentally shaped the development of the Compact and strategy and specific actions we will implement. We will continue to consult on the activity we are undertaking to ensure continued involvement of people that use care services and the wider community.</p> <p>Please see full CIA, draft Compact, Strategy and Implementation plan</p>
Physical environment including climate change	neutral	N/A
Maximisation of use of community property portfolio	neutral	N/A
Impact on rural areas		N/A
Equalities impact		
Age	positive	<p>The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their age, Please see 'Equalities considerations' section of the full CIA</p>
Disability	positive	<p>The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their disability, Please see 'Equalities considerations' section of the full CIA</p>

Ethnicity	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their ethnicity. Please see 'Equalities considerations' section of the full CIA
Gender	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their gender. Please see 'Equalities considerations' section of the full CIA
Religion/Belief	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their religion or beliefs Please see 'Equalities considerations' section of the full CIA
Sexuality	positive	The Compact and Strategy aims to ensure that any barriers to accessing care services in Staffordshire are removed and to promote excellent services for all that use care services regardless of their sexual orientation. Please see 'Equalities considerations' section of the full CIA
	Impact/implications	
Resource and Value for money	The proposals are deliverable within the resources already allocated within the MTFs. Improvements in the quality of care delivered across the care system are expected to have a net beneficial impact to the public purse, due to a consequential reduction in emergency hospital admissions. These benefits are already taken into account in wider plans for system redesign.	
Risks identified and mitigation offered	N/A	
Legal imperative to change/implications (including the Social Value Act 2012)	N/A	

