



Achieving Excellence

**Our Year
in Quality...**



2016



Why Quality is Important to us...

Foreword from Chris Barker, Director of Services and Quality Lead

In 2016, we published “Achieving Excellence”, a refreshed version of our Quality Assurance Framework which sets out how we assure and evidence that we deliver high quality services and continue to improve. It not only defines what we think quality looks like, but also how we know we are delivering it.



The new PSS Big Plan was launched in 2016 to take account of the changing context and environment in which we are now working. The Big Plan aims to reinforce what we already do well, but also look to the future to ensure we can meet our challenges and build resilience as an organisation. The Big Plan has 5 key themes and importantly one of these is “**What we do is of the highest quality and changes things for the better**”.

Delivering services that are of the highest quality is crucial so that:

- We will be compliant with the fundamental standards that we are required to adhere to in our regulated services and ensure safe delivery of care.
- Our commissioners will see a “track record of delivery and achievement” which is one of the most important things they look for when they commission a service.
- We can continue to meet, and work to exceed, the high expectations of our service users, Shared Lives Carers and supporters.

This has been our focus for 2016, as well as our ambition going forward. PSS continues to change with some services leaving us, new services coming in and all the time we are striving to continue to improve and innovate with the services that we have.

We know we have to continue to deliver quality in the midst of all this change, but in this report we want to stop and look back at 2016 and reflect on how much we have achieved and celebrate a year of quality delivery across PSS.

Director of Services

Quality Framework and Quality Reviews

In 2016, we refreshed our Quality Assurance Framework - “Achieving Excellence”; setting out in detail:



This report will focus on some of the ways in which we have assured quality in 2016 and the results that we have seen.

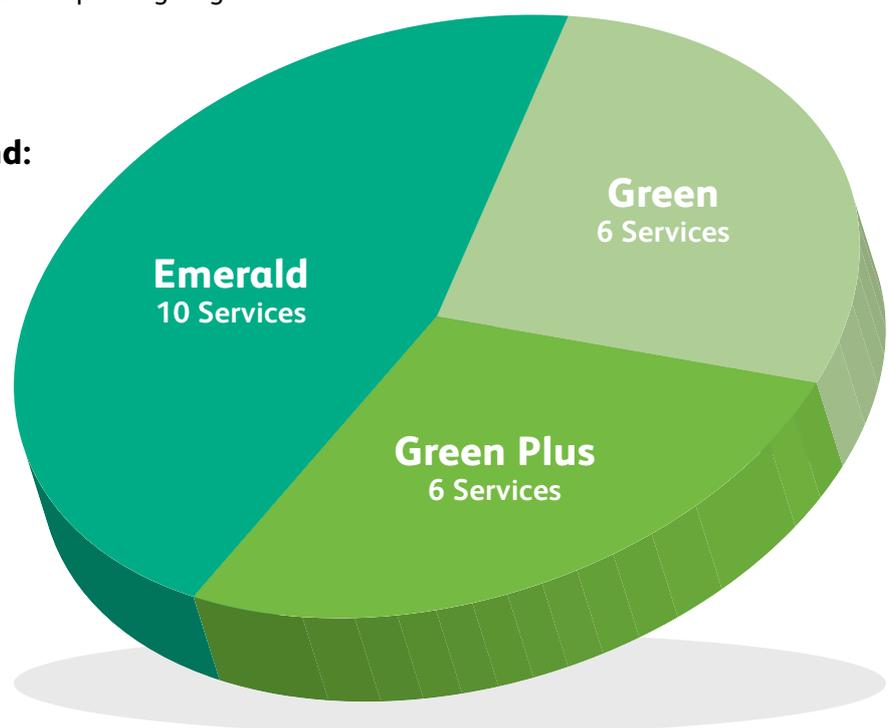
Quality Reviews

From February 2016, we carried out a programme of Quality Reviews, which are our primary methodology for looking at how services are delivering against the Quality Standards within the Framework.

The process was refined significantly this year in response to staff feedback and we carried out 22 reviews in the first half of the year and 2 re-reviews of amber services in August. The final result was that all services were rated Green, Green-Plus or Emerald by the end of the year.

A full analysis of the process and results was completed in October 2016 and formed the “Quality Review Toolkit” which summarises the changes to the process, how it was received by services, which services did well – and why, as well as picking out points of excellent practice across services and including tips and practical tools for services to use and improve going forward.

Results of the 22 services' Quality Reviews at year end:



Positively, the approach to quality we have adopted internally and our review process have been praised by the regulators in both England and Wales, demonstrating confidence in the robustness of how we evidence the standard of our services.

“An in-depth annual quality of care review had been undertaken by the organisation to monitor and improve standards. The review showed that this included an evaluation of how well the scheme gains and acts on the views of people using the service.”

CSSIW November 2016

“The provider demonstrated that they had an extensive and robust approach to quality management and had introduced a range of systems and resources to monitor and drive improvements in quality.”

CQC - PSS Seel Street Services,
January 2016

“There were systems in place to monitor the quality of the service. This was through feedback from people who used the service, their relatives, staff and a programme of audits. The provider played an active role in quality assurance to drive continuous improvement within the service.”

CQC - PSS Staffordshire and
Wolverhampton, September 2016

Impact Reports

At PSS it is important not only that we can demonstrate what we are doing, but also the impact of what we do - essentially ‘are we doing any good?’, and the way we do this is through our Social Impact Reports.

Since 2014 we have worked with services, using our impact reporting toolkit to help them define the outcomes their service users want to achieve, and supporting them to collect the data and information to quantify how successful they have been and the difference they have made.

In 2016 a number of Impact Reports were signed off, including Liverpool Health Trainers, Supporting Independent Living, Women’s Turnaround and Preventing Domestic Violence. This programme of work will continue into 2017-2018 and beyond as we refine our approach and look at more creative ways of capturing the human and emotional value we add and where possible attributing costs to outcomes we help our users achieve to demonstrate the financial impact of our services.

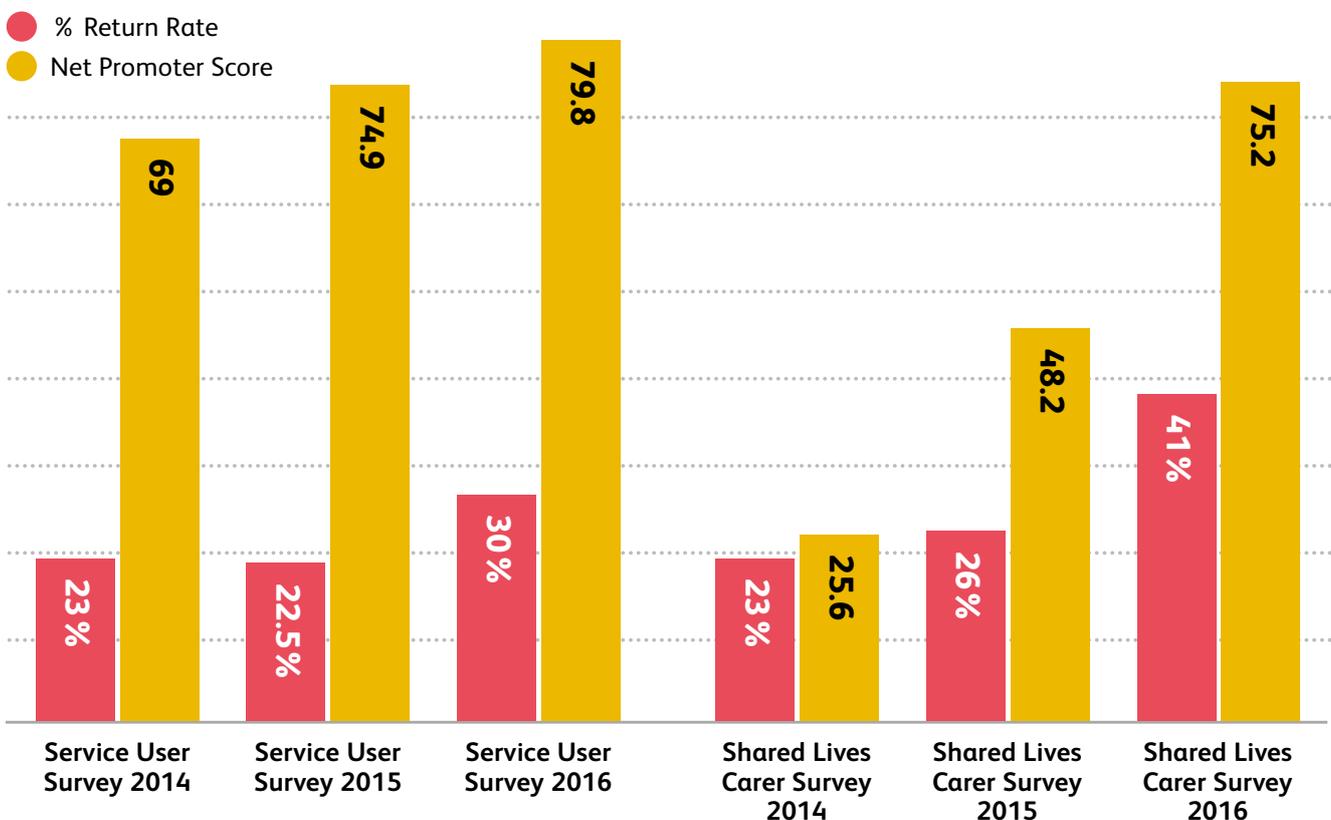


Our Survey Results

In 2016, we carried out our annual service user, shared lives carer and supporter surveys as well as a new commissioner survey for the first time. Our main aim was to increase the number and proportion of surveys returned, as well as improving our NET Promoter score where we ask whether people would recommend PSS to their family and friends. This to us is one of the best measures of how well we are doing and meeting people’s needs.

The below graph shows how we performed in 2016. For the service user survey we increased the return rate by 7.5 % and improved the NET Promoter Score by almost 5 points. For Shared Lives Carers, the return rate increased by 15 % and the NET Promoter score by 27 points - the second large increase in the last two years. These results along with the comments we received were hugely encouraging.

Return Rates and Net Promoter Scores:



In our Supporter’s survey, we didn’t increase the return rate, but the NET promoter score increased from 67 to 70; and all the questions that were answered had positive replies on the satisfaction side, and mostly positives on the impact side. There were no negative scores at all on any of the returned surveys, and no negative comments.

This year we also carried out our first Commissioner Survey, and received a positive response rate of 40 %. There were a broad range of responses to the questions, and some comments for improvement in particular areas including how we involve service users, and the information we provide to commissioners on an ongoing basis.

All the survey results have been made available to managers in both a full report, and individual reports. These will be used by individual services going forward to improve, and they can complete a ‘You Said, We Did’ template from the results which we will be following up at the next Quality Review.

Regulators, Commissioners and Auditors

PSS provides a number of different types of services which are commissioned and delivered in different ways. Grant funding allows us to deliver some services where we can report directly to the organisation making the grant (such as Children in Need or Big Lottery). Other services are commissioned directly from bodies responsible for health and social care including Local Authorities and Clinical Commissioning Groups. As well as reporting on progress to those commissioners, we are also required to register with the relevant regulatory bodies - the Care Quality Commission (CQC) in England and the Care and Social Services Inspectorate for Wales (CSSIW). The services where we provide regulated activities can then be inspected and quality rated by those regulators at any time.

Our Regulators:

In 2016

All of our services based at Seel Street in Liverpool were rated as **Good** by the CQC.

Following a positive inspection at the end of 2015, with '**Good**' ratings across the five domains.

Wales Shared Lives received an unannounced inspection from CSSIW at the end of September.

The report, published in November was highly positive and confirmed there were **no areas of non-compliance**.

Midlands Shared Lives services received an announced inspection from the CQC.

Following this the service retained its '**Good**' rating, with '**Good**' ratings across the five domains.

"We saw that staff demonstrated care, kindness and warmth in their interactions with people. Staff knew the people that they supported well. When questioned they described the person and their needs in positive terms. Staff demonstrated that they enjoyed providing support to people."

(CQC Inspection Report - PSS Seel Street, January 2016)

"People were treated with kindness and respect. The shared lives carers and staff knew people well and they were involved in making decisions about their care and support. People were encouraged to be independent and maintain relationships that were important to them."

(CQC inspection Report - Shared Lives Staffordshire and Wolverhampton, September 2016).

Our Commissioners:

We work closely with all commissioners including the local authorities across England and Wales, clinical commissioning groups and grant funders. Our interactions include providing monthly or quarterly management information, attending regular meetings and welcoming commissioners to carry out spot checks and inspections.

In 2016, we carried out a survey of our commissioners in order to determine how well they felt we were performing, as well as to elicit specific feedback. The results were broadly positive and will serve as a baseline going forward.



“I have found the response to the new contract management process has been received positively and with a “can do” attitude. I feel that we work in collaboration and that is important to me and ultimately benefits both service users and stakeholders.”



“I really like the ‘feel’ of the organisation, seems like it would be a good place to work.”



“PSS excels in commitment to the job at hand and to the community.”

Our Auditors:

In June 2016, our internal auditors carried out fieldwork at PSS reviewing our arrangements for Quality Assurance. The scope that was agreed in advance with the Director of Services and the Head of Quality and Compliance focused on three specific areas.

- **Our Quality Assurance Framework - Achieving Excellence** and whether it was robust fit for purpose.
- **Training** - and whether the staff in the Quality and Compliance Team are able to fulfil their roles effectively.
- **Reporting** - whether our reporting processes are sufficient to enable leadership team and the Board to understand any quality issues that exist at PSS.

The auditors reviewed our frameworks, policies and processes, interviewed staff, carried out testing and observed a live quality review taking place. Following this, the quality team was delighted to receive the highest rating of ‘Substantial Assurance’ with just one minor housekeeping recommendation on simplifying the data capture of Quality Reviews. This was implemented immediately for the re-reviews in August 2016 and there were no further actions following this.

What our service users say about PSS

One of the key themes of our Big Plan is that **people who use our services drive what we do**, and it's important to us that we find out what people think about us in as many ways as possible. This includes our annual surveys, holding focus groups and service user forums – but also about how we deal with complaints and comments from people. Below are some examples of how we have engaged with the people using our services and some of the feedback we have received.

Service User Groups:

At PSS we have a wide range of service user groups across the organisation in all areas of our work, who meet regularly and feed back to us on their thoughts about the service and proposed changes that they want to make. Some examples include:

- **Shared Voices, where a group of service users in Shared Lives Merseyside come together to discuss issues and organise activities.**
- **The Wellbeing Centres have a group called 'Kindred Minds' which was organised by a group of empowered individuals to help promote good mental health.**
- **A range of service users from across a variety of services came together to form the 'Home and Communities Watchdog' (a name that they chose themselves), to discuss the services they received and the issues that matter to them.**
- **"User Voice", who are a commissioned service, come into probation services and do focus groups and surgeries for women and feedback to the Women's Turnaround team.**

Tell Us:

In 2016, we refreshed our Feedback Policy, embedding a new complaints policy which makes it easier for people to understand the process to follow when they want to complain, as well as providing staff with easy-read flowcharts and template response letters to follow when replying.

The Quality Team will be working with the communications team to develop new leaflets for complaints and following agreement with the Quality Reference Group having a separate session with young people to find out what would work for them if they wanted to complain or report any kind of issue.



In their own words...

Here is some of the positive feedback that we have had from our users:

About our staff

“The PSS Worker couldn’t be more helpful and caring.” (Shared Lives Staffordshire)

“Leadership is exceptional - kind, calm, supportive, professional and humane.” (Wellbeing Centres)

“Brilliant service and great support from the impact team.” (Family Impact)

“I feel that PSS are very kind and thoughtful and they carry out a good service for people with needs. I would like to thank the whole team for their support.” (Shared Lives Wales)

“I love going there and going to new places and meeting new people. I love the staff and my new friends that I have made. It has helped my mum a lot because she is poorly and the staff makes my mum feel happy.” (Sefton Young Carers).

“My therapist is like a breath of fresh air in my life. From session one she made me feel at ease, she feels more like a great friend - so down to earth and can relate to things I discuss, which helps so much.” (PND)

About the services

“A good service and reliable and keeps us well informed of any changes.” (Making Days South)

“Don’t think the service can improve, I’m really happy with all the help I have received.”
(Be Well Barnsley)

“Every query is answered and I’m very happy with the service.” (TRIO Wales)

“I am really happy going to the centre, I love the activities I can do. I also like the staff that work with me, thank you.” (Making Days North)

“I am very happy with the help I get to stay in work and the help I get to be as independent as I am.” (Shared Lives Merseyside)

“I don’t think I would want anything else, as the support is very good and an excellent service.” (Community Support)

“I enjoy it every time I come here.” (Fusion)

“I enjoyed the activities available for both myself and my daughter. I particularly enjoyed today’s family day. The staff are friendly and helpful and make me feel supported.”
(Family Impact - Prisoner’s Families)

“The service has given me a real confidence boost and has made me think of the positive outcomes rather than the negatives.” (Liverpool PIP)

“I really like going because I love the people, I make new friends every week and I love the trips.” (Knowsley Siblings)

Where we think we can improve

- ✓ **We can improve the quality review process**, by including regular checks on areas such as Health and Safety, Safeguarding and Information Governance to ensure adherence to, and understanding of key policies and processes.
- ✓ **We can continue to try and move people to online survey completion** where possible to cut costs and maximise return levels.
- ✓ **We can tailor our quality reviews** by aligning those of regulated services to CQC and CSSIW lines of enquiry, as well as making each audit more specific to the different service we work with; bearing in mind the wide range of areas we work in.
- ✓ **We can support services to be able to carry out their own audits** throughout the year on a regular basis.
- ✓ **We can stagger the review process throughout the year** enabling continuous learning on an ongoing basis and reducing pressure on the central team.
- ✓ **We can help services to engage better with service users**, based on survey feedback, through developing and promoting an Engagement Toolkit.

And where our service users have told us we can improve...

Continuity of Service and Staffing

Some service users and carers noted that some of our services have more issues with consistency in staff teams than others. We have introduced a new Attendance Management Policy which will hopefully support our staff more, create better resilience within teams, ensure we are helping those who don't feel that their service is the right fit to reassess their motivation in the role and ultimately ensure greater continuity across all services.

Communication

Some service users and carers felt that communication wasn't as good as it could be or that it got lost in some instances. We have a new process for support planning; and ensuring that contact details are up to date are integral to this. The new engagement toolkit will also help services to communicate with users and families going forward.

Front-line staff

We received some feedback that front-of-house staff in different PSS locations deal with very different needs of service users depending on their specialisms in that geographical area. We are currently refreshing our customer service standards in response to this and putting in place measures to check how we are doing on this throughout the year. This additional input to support the understanding from our front-of-house staff of the variety of needs of service users and how we can best support them will be hugely beneficial.

Lots of the service specific feedback that we received was passed on to individual services who will have to respond to this and let their service users know what they can do about it. However often the feedback we receive is about other services and not about PSS and what we are doing. However we do pass this feedback on to the services who are responsible.

How we will do this: Our plans for 2017

The Quality Reference Group and the Quality and Compliance Team have agreed the following objectives for 2017.

Objective	To be completed by
To develop an Engagement Toolkit for PSS, giving practical advice, tools and templates on different ways to engage with staff and service users; with real case studies of 'what works' from across PSS.	31st March 2017
To ensure that every service has a tailored 'Quality Review', taking into account the service they deliver and any published evidence-based quality standards on what works. The new process will also incorporate Health and Safety checklists, and sense checks of staff understanding of key policies and procedures (e.g. safeguarding, information governance etc.)	Ongoing
Develop a section of Dottie titled 'Quality Resources' which will have a library of tools and support for managers and staff.	31st March 2017
By the end of the year, to have five sections of the 'Quality Resource' aligned with the CQC domains which will link to the inspection KLOE's.	31st December 2017
To work with Leadership Team and develop a plan for the next steps of Impact Reporting at PSS.	28th February 2017
To carry out a focused Medication Audit at Supported Living, Shared Lives and Day Centres venues, and report the findings to the Board of Trustees.	31st March 2017
To explore options for peer reviewing and involving expert by experience in quality processes.	30th May 2017
To build a network of quality leads across similar organisations to provide peer support.	Ongoing
To carry out a focused refresh of PSS's approach to the Mental Capacity Act and Deprivation of Liberty Safeguards, following the Law Commissions review and draft Bill.	Initial meeting in January 2017. Ongoing development in line with legislation.
To build relationships with other organisations who have achieved 'Outstanding' ratings in order to learn from best practice.	Ongoing
To continue to refine the approach to the surveys, particularly the supporters surveys, to maximise the returns next year and ensure continued high scores.	31st July 2017

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