

SCRUTINY ADVISORY BOARD - ADULTS

Meeting date: 24 June 2022

From: Nikkie Phipps, Provider Services - Assistant Director

Provider Services (Cumbria Care) Quality Assurance & Governance Framework

1.0 Purpose of Report

To provide an update and give assurance into the overall governance held within Provider Services.

To describe the audit process within Provider Services.

2.0 Background

Provider Services have 28 regulated Services and 26 Non-regulated services. Cumbria Care's regulated services are inspected by the Care Quality Commission (CQC) in accordance with legislation, regulations and standards.

For our non-regulated services Provider services aspires to achieve the same high-quality standards and requirements and monitor services in the same way as the regulated services.

Cumbria Care's Vision

"To provide the best care and support services to those that need them. Services that are modern, fit for purpose and meet quality standards provided by empowered, motivated, qualified staff; delivered effectively within the resources available."

Provider Services focus and strive to deliver a quality service across all regulated services. The CQC outstanding rating at Inglewood Residential home in Wigton is a driver for all services. 2 additional services have achieved outstanding in individual lines of enquiry.

No of registered Services	Outstanding	Good	Requires improvement	Comments
4 Supported Living Services	0	3	0	1 Not yet inspected
3 Support at Home Services	0	3	0	
18 Older Adults Residential Services	1	16	1	

1 Disability & Mental Health Residential Service	0	1	0	
1 Shared Lives	0	0	0	Not yet inspected
1 Extra Care Housing Service – (supporting 9 locations)	0	0	0	Not yet inspected



3.0 Quality Assurance Strategy

To deliver the quality assurance strategy for Provider Services evidence based best practice in quality improvement enables a risk and escalation process to be woven throughout everyday practice. To deliver high quality care, a robust approach is used to identify areas of improvement, good practice and an assessment against current legislative and regulatory requirements.

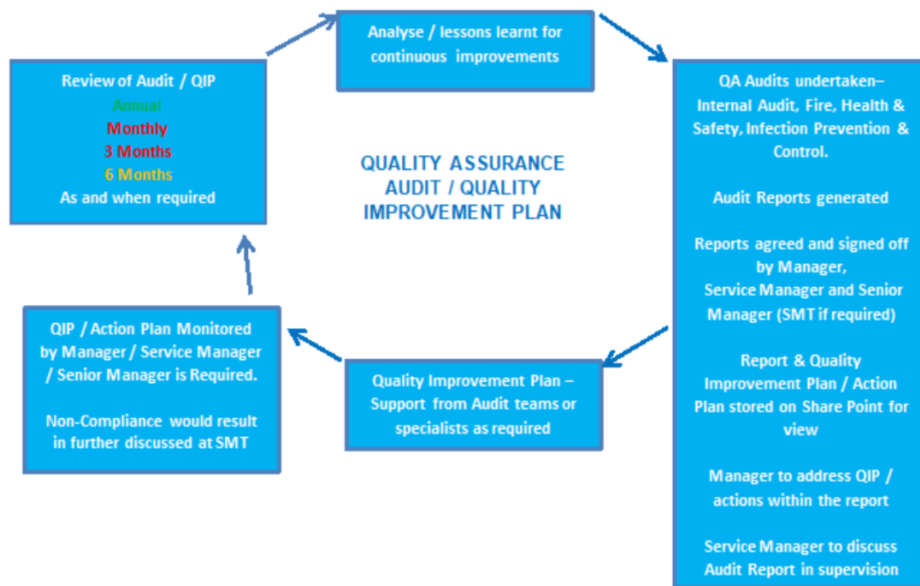
There is a strong Quality Assurance approach and an effective audit approach to monitor and provide that self-assessment to understand where and how services need to improve. Clear performance measures are in place with regular monitoring through service areas and within People. This helps ensure that as a leadership team there is accountability for the services that are provided and evidence-based improvements and challenges are recognised. We can all continue to learn and improve.

Management audits are undertaken by Supervisors, Managers and Service Managers, to evidence good practice as well as generate management information. In addition to this, a programme of quality monitoring visits to all service areas across Cumbria Care is in place. These visits from the quality team are utilised to identify areas of improvement and the development of a robust improvement plan, these do not just focus on CQC fundamental standards but a wider Cumbria Care assurance structure. Once extrapolated this information is analysed to give an overview of the performance of the service.

The Quality Assurance and Governance Manager has an independent role in identifying where there are areas for concern and has a direct reporting mechanism to the Assistant Director to raise any issues, by exception. The fundamental aim or the role is to ensure that high quality services are delivered to service users and that standards are maintained. Minimising risk and ensuring continuous improvement.

4.0 Audit Cycle

The core values of care governance are reiterated and applied by all members of staff involved in working with vulnerable adults. This ensures for governance and quality assurance there are clear lines of accountability.



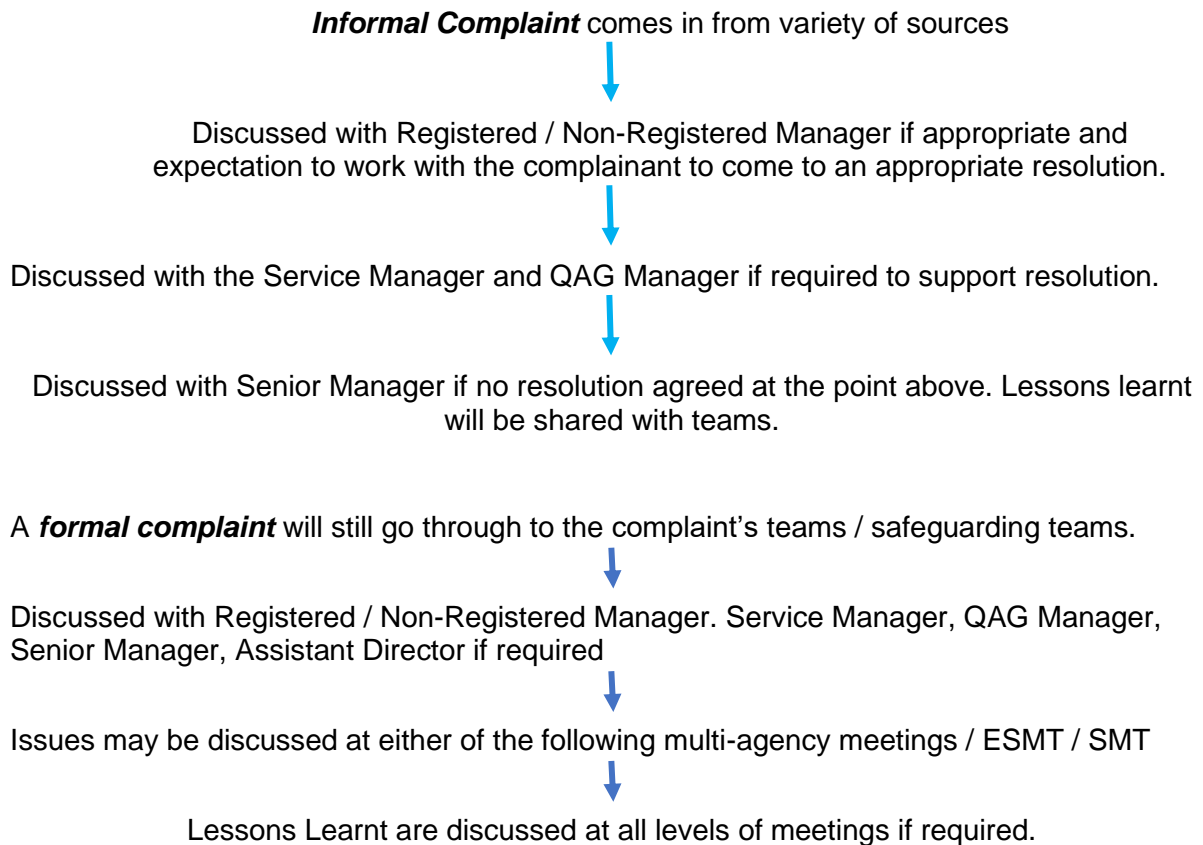
5.0 Quality Concern

A quality concern may be raised when the service does not reach the required standards and may be placing the health and wellbeing of people accessing their service at risk. Examples of concerns being raised through various routes:-

- The Care Quality Commission, (CQC), has carried out an inspection of the service and has judged that one or more of the five key areas are rated inadequate or requires improvement and/or formal enforcement action is being taken.
- Staff concerns raised through informal or formal processes
- Early Indicator Meetings identifies issues of concern which will result in the Quality management officer (QMO) support being sought and concentrated efforts being placed on this service.
- Reported Safeguarding incidents have indicated ongoing poor care practice/standards.
- Quality Management Officer / Medication Trainer has identified multiple ongoing concerns in the audit report or a significant concern around safeguarding, or significant lack of information within the care plan
- Development Plan / Key Performance Indicators (KPIs) are not being met to the required level.
- Performance Data identifies aspects of services that may be of concern.

6.0 Responses to concerns

Concerns come in from any source internally or externally, formally, or informally, depending on who has raised the concern will determine the process followed:



7.0 Governance and Decision-Making Framework

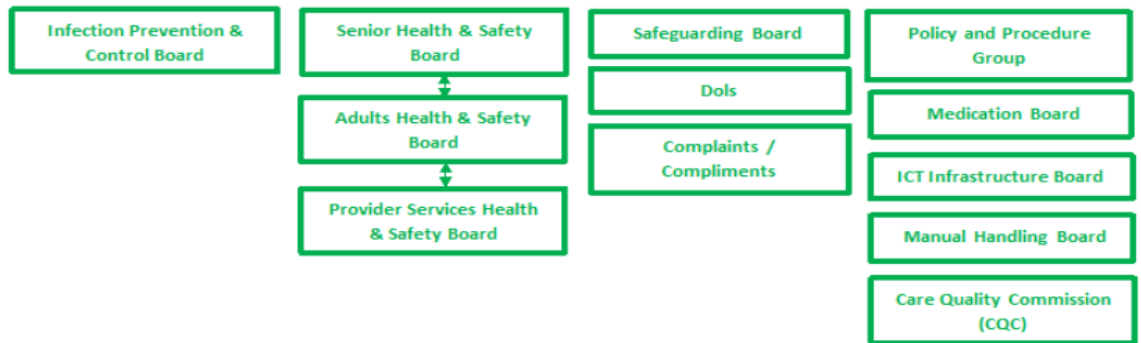
Governance describes the overall system of accountabilities and assurances that are put in place within the organisation. Across Provider Services there are several meetings that take place to ensure effective governance is in place:

- Leadership Team Meetings
- Service Manager Meetings
- Manager Meetings
- Staff meetings

Each of these groups have a responsible for ensuring they follow the guidelines and assurance set out within the quality assurance strategy.

There is an accountability framework which identifies the responsibility that each level of employee has regarding quality assurance.

In addition to the meetings above, the following groups are in place which Provider Services representatives attend to ensure governance around specific areas of the business.



8.0 Performance framework

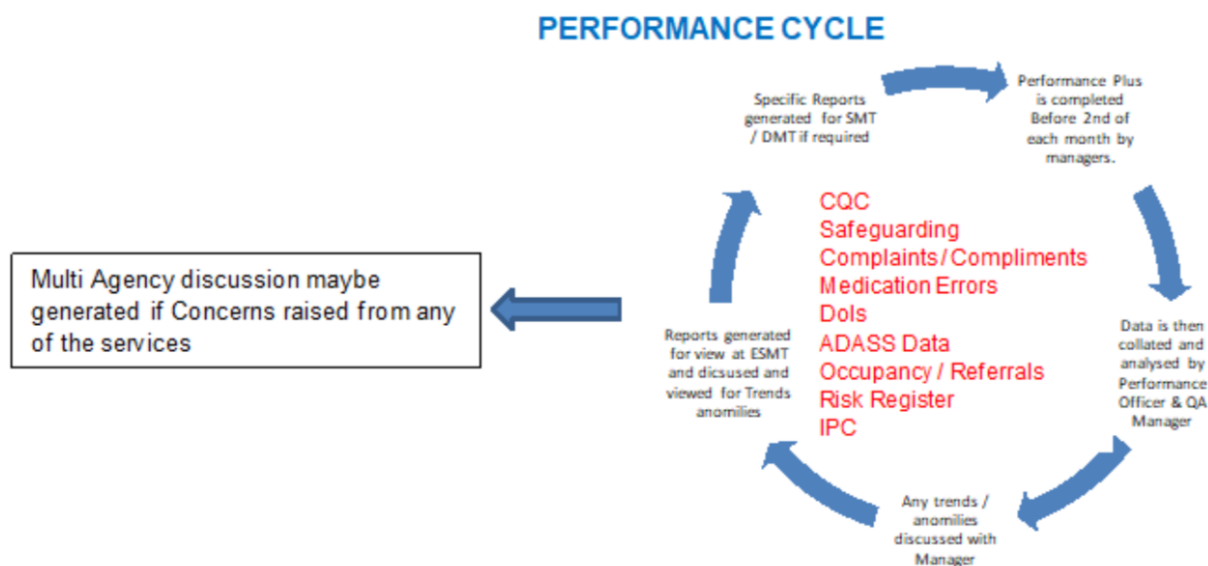
A monthly performance and quarterly assurance report is provided to the Provider Services leadership teams. Any of the quality assurance survey results are gathered annually via different mechanisms, these can be via shared experiences, the audit team independently picking up service user, family, and professional feedback. The results from the surveys are fed back to managers via the leadership teams.

The Cumbria Care Development plan has KPI's that are monitored quarterly and then where relevant each service area has their own more focused performance measures.

- 95% occupancy for our residential homes
- 40% market share for home care services
- Achieve good and aspire to outstanding CQC inspections for all regulated services
- Sickness levels reduced overall by 3% in 12 months
- Improve reablement outcomes for individuals - 70% of people not needing further support or reduced support following intervention
- Deliver new and care support services within extra care housing schemes in Cumbria by Sept 20
- Increase Shared Lives provision to supporting 75 people by 31 March 2021
- Deliver services efficiently within the financial budget available
- Improve the lived experience for people accessing our services
- Increase morale through increasing the number of staff who feel valued, supported, and empowered across the service

The development plan identifies improvements around quality assurance that can be developed to support paper free initiatives as well and responding to new demands within the services.

Support at Home Services	Older Adults Residential Services	Disability & Mental Health Services	Extra Care Housing Services
Live Outcome Monitoring - Reablement	Electronic Care Recording System – Completed	Electronic Care Recording System - Supported Living	Electronic Care Recording System
Support Workers Tablets	Electronic Medication System	Electronic Care Recording system - Tarn House Completed	
Data Cleanse & E Licensing - Completed	Data Cleanse & E Licensing – Completed	Electronic Care Recording System – Day Services	
Electronic Care Recording System	Electronic Care Recording - Reporting	Electronic Emailing / ITrent Systems for all staff - Day Services	
	Electronic Emailing / ITrent Systems for all staff - Completed		



Quality assurance survey results are gathered annually through shared experiences or independent service user, family, and professional feedback. The results from this are fed back to managers via Leadership Meeting and a cascade of information from this.

The responsibility to monitor the performance of the in-house provider sits with the AD for Provider Services and the relevant Executive Director and DAS. This is through a performance and quality assurance report which is provided to the Provider Services Leadership team quarterly.

The overall feedback from Provider Services are fed into the overall People Directorate report

Jackie Leech, Quality Assurance and Governance Manager Provider Services.

Cumbria Care Policies and Procedures at [Cumbria Care - Policies and Procedures | Cumbria County Council](#)

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