

Driving Up Quality Code: Future Directions Self-Assessment March 2017

1. *Support is focused on the person.*

Good:

- ✓ *A service is built around an individual, or a group of people, designed with them in mind.*
- ✓ *All staff have training that is centred on the person and everyone supported has a plan that is centred on them.*
- ✓ *People choose where they live and who they live with.*
- ✓ *People choose their staff.*
- ✓ *Individuals have a network of people in their lives that are not paid.*

Bad:

- *Services are built by filling voids.*
- *People are put in 'placements' determined by their behaviour / disability, not their individual preferences or personalities.*
- *People living in environments that are designed for safety first and person second.*
- *Generic training is provided and doesn't reflect the needs of the individuals being supported.*

Questions to ask yourself and your organisation:

- *What proportion of the people you are supporting are receiving a service that demonstrates the description of 'good' above? What are you going to do with the rest?*
- *What has the organisation done to make peoples lives better?*
- *How do you measure outcomes for the person and their families?*
- *What has changed as a result of what families said?*
- *How are people supported in your organisation to discuss their lives on a daily basis, i.e. to make those daily choices and changes with flexibility and control?*
- *How are people you support and families involved in checking quality?*
- *What has changed as a result of what people you support have said?*
- *How are people and families involved in training for staff?*
- *What does your organisation do if it's difficult to support someone? Who do you seek advice and input from? How do you learn what works for them?*
- *What do you do when poor commissioning practice means it is very hard to be 'good'?*

Evidence:

Each person who is referred or requests a service from us is provided with a service to meet their individual needs.

Future Directions have a referral process, which requires that we undertake an assessment process in order that we can establish the support needs of the individual and they can meet us. If it is felt at this time that we could effectively support the individual and they would like us to support them we would look to see if any vacancies we have meet their needs and that they and those living there would be compatible. We also have relationships with housing providers and external financiers who can help

us to deliver services in environments/homes/accommodation that meets the individual's needs and requirements.

Where we agree to support an individual we work with them and their families to put together a getting to know you plan, which includes getting to know the people they will be living with, staff and or the area they will be living.

People we support say that they have choice where they live and who they live with. One person we support told us that he had recently been supported to move to a flat on his own in the same area where he lived and although he liked having his own flat; as he was able to see people he used to live with and other friends and he said he felt alone. The individual and his friend told us that they wanted to live together and whilst there are some risk areas identified of them living together due to them only having targeted support we are currently supporting them and their families to work through these risk areas with a view to support them to move in together.

If there is staff recruitment required the individual and their families can be involved in the process via developing 'characteristics of people who support me', adverts and person specifications and actual interviewing of staff. All individuals we support involved in actual interviews are supported to attend access fair recruitment training to develop their skills; in developing questions, scoring answers to questions and treating candidates fairly.

All our staff through induction undertake personalisation training which includes:

- What is personalisation
- The role of a personal assistant in delivering the personalisation agenda
- Person centred tools and ways of working: what's important to/for, routines, one page profiles for people we support / staff, person centred plans and reviews, like and admire, positive risk taking, community connections and maintaining friendships and relationships.
- Mental Capacity and Best Interest.

100% of people we support have a person centred plan and 99% in March 2017 had been reviewed in the 6 month timeframe. We monitor compliance monthly.

100% of people we support have a health action plan and we support people to access regular health checks in line with national guidance and recommendations. We monitor that people are supported to access at least:

- 2 yearly dental checks – 100% of people have been offered the opportunity (as at March 2017) to access dental checks. Four individuals who have refused continue to be supported and offered the opportunity.
- 2 yearly ophthalmic checks – 100% of people have been offered the opportunity (as at March 2017) to access ophthalmic checks. Five individuals who have refused continue to be supported and offered the opportunity.
- Annual health checks (where available/offered by their GP) – 100% as at March 2017 have been offered the opportunity to access. There are individuals who have not been able to access due to the service not being offered through their GP practice. However these individuals have been supported to access general well person checks.

All staff receive training in line with the Care Certificate as part of their induction. Additional specific training is delivered as part of the induction either classroom based or on the job to ensure that staff employed are able to meet the individual support needs of each person they are supporting. Examples are: Mental health, personality disorder, self-injury, dementia, diabetes, end of life, peg feed. People we support state that they feel that their staff are well trained and that they know how to support them. Members of the SPICE Group help facilitate and deliver training to staff through induction and some deliver training to their own staff about their individual support needs.

Individuals we support have support plans which identify what support people need when and where and how best to communicate with them in order that staff can ensure that their needs and choices are met, captured on a day to day basis. People we support said that they are able to make choices about their day to day lives and have been supported to do this by their staff and Future Directions. Examples they talked about were:

- Going to the gym;
- Building confidence by losing weight;
- Paid employment through SPICE – recruiting staff, delivering training to other people supported, staff and university students.
- Supported me to move to a new flat and helped me realise what I can do for myself;
- Their staff;
- Doing courses like self-advocacy which has supported me to speak up.

Our person centred approach can be evidenced from our CQC inspection report January 2017 which stated;

- *‘People were involved in drawing up and reviewing their own care plans which we saw were person centred and produced in a way the person could understand’.*
- *‘Care plans were person centred, decisions were made with people who used the service and all reviews took place with the person who used the service’.*
- *‘A person who is supported by the services said “I am happy with the support, especially around making choices. Yes, I am very happy here. I go to my activity classes on my own and I can now get to my mums on my own, they’ve helped me to be more independent and make my own choices’.*
- *‘We saw that the culture of the service was person centred; one personal assistant told us, “It’s their home at the end of the day. It might be my place of work but it is their home. The people who use the service come before everything else”.*

People we support and their families are provided with information and contact details of how to feedback on service provision – compliments, concerns and or complaints. All people we support are provided with a copy of our easy read leaflet and reporting form. All are asked to complete our ‘Making it Real’ Questionnaire on an annual basis which identifies where we are doing well and areas where we need to improve service delivery. We are in the 6th year of Making It Real and are in the process of collating results from questionnaires received. This information will provide examples of good practice and areas for improvement. Examples of changes and new ways of working implemented over the last 6 years are:

- People Future Directions support have developed a teaching aid to raise awareness around respecting their homes called 'My House, My Home'. This comprised of 4 short films and exercises to demonstrating bad practice and how this makes people feel. People we support deliver the training across the service to all staff.
- People told us that they don't always get on with their co-tenants. People we support have developed a booklet explaining the purpose and benefits of tenants meetings and ideas for tenant meetings. This has helped people who may not have chosen to live together develop better relationships.
- The group have developed an easy read complaints form which has seen a slight increase in complaints.
- We have developed a number of different ways of involving the people we support in recruiting their own support teams from people we support having their own panel and taking part in fair recruitment and selection training to leading on in-house interviews.
- The Getting It Right team evolved from the Making It Real responses – ensuring people are happy where they live and who they live with.
- Community Circles – we support people to facilitate community circles and we also facilitate community circles in other organisations
- Potential new staff share their one page profile with the people we support at the interview stage, embedding person centred ways of working within the organisation
- In partnership with the SPICE group we have developed and delivered Mate Crime training to the people we support and local communities, this has helped people to feel safer living in their communities.

Over the last 3 years we have worked with a group of people we support to develop an internal audit group 'Getting It Right' team. They have:

- Developed audit tool around issues that are important to them.
- Been supported to develop reports and recommendations to improve service delivery.
- Monitored and improved quality and performance within the organisation and provide feedback to the board of directors.
- They have reviewed the audit tool and process and have now included a follow up visit to see if recommendations have been implemented and if they have made a difference to the lives of people we support.

Future Directions has supported a group of individuals to develop a group 'SPICE'. This group is made up of a cross section of people we support who deliver training to staff, people we support, external organisations e.g.; universities, health providers and police. They deliver training as experts by experience on topics such as:

- Mental health.
- Learning disabilities.
- Recruiting staff.
- Hate Crime and Keeping Safe.
- Personalisation and Person Centred Planning.
- Health Action and Support Planning.
- Communication.

We can and do offer training to families where appropriate and we also support family members to be involved in the development and delivery of training to meet their family members individual support needs.

Where individual needs change and or it becomes difficult to support an individual, due to their environment, support requirements or skills required to support. We look to provide training to staff to update their skills, we work with local commissioners, care managers, social services, housing providers to look at environment changes/moves, whether increased or decreased support hours are required and would continually work with the individual and their family to see if there was any other changes that need to be made to support the individual effectively.

Future Directions are committed to the delivery of person centred services that embraces Positive Behavioural Support (PBS).

In recognition of our commitment Future Directions have signed up to BILD's Positive Behavioural Support Mission statement. We are an Associate Member of The Challenging Behaviour Foundation and are signed up to the Challenging Behaviour Charter. Future Directions Positive Behaviour Support policy is applicable to all levels of staff and ultimately provides the underpinning guidance and direction for the delivery of Positive Behavioural Support with people who present with all people supported and specifically with those with challenge support needs.

The use of positive approaches to challenging behaviour ensures that the person is supported as a whole rather than the focus being just upon their behaviour (e.g. underlying health issues, quality of life).

Future Directions has a full time Positive Behavioural support lead and in response to government guidance has implemented PBS in the service. All staff have PBS as part of their induction which includes Autism, Communication and PBS. They have PBM training which is underpinned with PBS this is tailored to individual need for the people we support. All managers receive training in developing evidence based PBS plans. Ensuring the person and their circle of support is involved. All staff receive Newsletters around PBS to embed their learning. Active support is a big part of PBS and we currently have 10 champions that coach staff in the houses in participation and engagement with a view to expand and have one in each support team.

We have developed a training DVD where individuals we support have acted out scenarios to support staff to understand environmental triggers that may lead to behaviours that challenge and how to be pro-active.

The training we deliver has also had research completed looking at the impact on quality of life for the people we support. This has proven 'using the WHO tool quality of life questionnaire' that where staff have received training individuals quality of life improved. We continue to undertake research with Warwick University, Bangor University and Manchester University to improve services we deliver.

We have used the PBS Academy framework service checklist to develop a 3 year action plan and as part of this we have signed up with STOMP and have an action plan to ensure individuals we support that are on medication for behaviour have a reduction plan alongside their PBS plan.

In addition to the training we deliver we have 6 staff trained in ABA and will continue to ensure that staff have specialist training. We are looking to have a PBS coach who will belong to BILD network sharing good practice.

Where there are issues with poor commissioning practice usually around moving individuals to vacancies in supported tenancies which are not appropriate we will and do raise these concerns with commissioners and will and have challenged the decisions being made. We would look at solutions to provide the best outcomes for the individual and their families. We would look to support people to access independent advocacy to ensure that their needs were met effectively by all parties involved in arranging, developing and providing the support package.

Policies and Procedures:

- Good practice Autism Policy.
- Compliments, Concerns and Complaints.
- Personalisation.
- Education and Training.
- Induction.
- Epilepsy.
- Finance.
- Medication.
- Friendship and Support.
- Health Action Planning.
- Incident and Accident Reporting.
- Risk Management.
- Mental Capacity.
- Nutrition, Hydration and Menu Planning.
- Out of Hours On call.
- Positive Behaviour Support.
- Personal Relationships and Sexuality.
- Protection from abuse.
- Recruitment.
- Requests for Service.
- Risk assessment and Support Process.

Where to find Evidence:

Person Centred Plans

Person Centred Reviews

Support Plans

My support and risk matrix

Minutes of Team Meetings, Weekly Operational Network Management Meetings, Weekly Senior Manager Meetings, and Support staff sessions, Our Meetings.

Making It Real results and action plans

Induction Program

Communication Agreements

Compliments and complaints leaflet and easy read reporting form.

SPICE Training Packages.

2. The Person is supported to have an ordinary and meaningful life.

Good:

- ✓ *People are supported to have friends and intimate relationships.*
- ✓ *People don't need to live in hospitals/secure settings to have their needs met.*
- ✓ *People have opportunities for employment, education and leisure.*
- ✓ *People contribute to their local communities, rather than segregated/isolated services designed for people with disabilities.*
- ✓ *People are generally happy and healthy.*

Bad:

- *People being supported are perceived as being just a recipient of services.*
- *People spend most of their time in specialist/ segregated services.*
- *People have no control over their money.*
- *People are not known or play any role in their communities.*
- *There are restrictions placed on peoples lives (such as activities, where people can go, who they can spend time with).*

Questions to ask yourself and the organisation:

1. *Is your organisation ambitious for people it supports? How is this demonstrated through your standards, involvement in national initiatives in government, staff training and messages to staff and information sharing?*
2. *How does your organisation encourage friends and relationships that are non-paid and don't live with the person being supported?*
3. *How do the lives of the people you support compare to yours, and what are you doing to raise their ambitions?*
4. *How does your organisation work with local communities to better involve people? How do you measure how people are connected with communities?*
5. *What is your organisations approach to positive risk taking? How do you balance individual dreams vs. Organisational risk?*

Evidence:

Future Directions supports people to have friendship and intimate relationships, supporting people to maintain relationships as appropriate to them and their family and friends. All staff complete the Care Certificate as part of their induction training, which includes Personalisation which covers how to support individuals to connect with their communities and promote the development of friendships and relationships. We have policies and procedures to support staff to effectively support and engage people with their communities, develop and maintain relationships. These are:

- Personal Relationships and Sexuality.
- Friendship and Support.
- Personalisation.

People we support state that they are able to maintain and build relationships with families, volunteers, people with their community and local area where they live. Future Directions developed

a 'My Communication Agreement' which identifies what information and contact people we support wish to share and have with families and friends and how much support they need from their staff, families and friends and ensures that people we support, their families and friends are supported to maintain their relationships in a way that meets their needs.

Our Mission:

'Future Directions is a community interest company that works with individuals, families, commissioners and local communities to design and deliver personalised services; enabling individuals choice and control to achieve fulfilled lives'.

Our Values:

- To put people first.
- To be transparent.
- To go the extra mile.
- To be creative.
- To be adaptable.

Our Objectives:

- To engage with individuals, listen to their needs, wishes and support them to live a life they value.
- To work alongside individuals so they grow and feel valued.
- Employ, develop and value capable and understanding people.
- To build a growing and sustainable business driven by our values.

We have continued to support staff to live out our values and objectives. Future Directions have 'The Future Directions Way' which every staff member receives a copy of. The document details what is expected of staff in regards to living out Future Directions Values in the way they think, work and act. Staff through supervision, performance review and team meetings are asked to reflect on what they have done/could do within their work to live out the values and what they can do to ensure that the people they support, their colleagues and themselves have fun and are happy.

Future Directions have successfully achieved 'Investors in People' in August 2015, which identified that as an organisation Future Directions:

- Is Values driven.
- Has an embedded culture of good planning and impact evaluation.
- Has a good understanding of its learning and development activities which are linked to personal development and career progression.
- Recognises its strengths and weaknesses which is evidenced through clear development plans and work.

Future Directions CIC latest CQC inspection report rated us as Outstanding in Well Led and Good overall. Our values were also observed and commented on by CQC, *'The strong value base of the organisation was shared and demonstrated at all levels from personal assistants to the Managing Director, with all actions measured against the values of the organisation. Staff felt respected and valued in their role.'*

Future Directions is in its 6th year of completing 'Making it Real' markers for change – see previous section for work completed and achieved by engaging with people we support, their families and staff.

Future Directions have signed up as an organisation have signed up to the 'I care ambassador' program and we currently have 6 'I care Ambassadors'. The 'I care Ambassadors' attend events to promote working in social care, providing people of all ages with an insight to the role of supporting people to achieve their potential.

All people we support are supported to live in appropriate accommodation to meet their needs. We support people to live in their family home, their own home mortgaged or tenancy with others they choose to live with on their own; or residential accommodation. The environments where we support people are tailored to meet their individual needs in regards to physical requirements, sensory, positive behaviour support requirements and their individual choice (including furniture and decoration).

Future Directions recognises staff achievements through our Annual Award Ceremony (first one held 2016). Employees, families and people we support are able to nominate employees and volunteers. The awards and letters of recognition usually identify individuals who have demonstrated living out the values and have made a difference to the lives of people supported.

Also each month the Managing Directors sends out Thank-You and Positive Feedback Letters to individual employees who have done a good job, played to their strengths, lived out our values and put the people we support first.

Future Directions has begun to further develop staff engagement in organisational development, by working with groups of staff to firstly identify how we currently communicate and engage and our next steps are to ask employees what is working well, what areas need improvement and how can we do this.

Additional staff benefits are available to staff are pension scheme, credit union, bike to work, childcare vouchers and flexible working options (as long as it doesn't impact on the delivery of support for individuals).

Each person we support is supported to develop their own person centred plan which identifies their aspirations and dreams. Staff team work with individuals to support them to work towards/make steps to realise and achieve these over time.

People are supported to access services, leisure activities, education and employment (paid or unpaid) in their local communities. We support people to engage with local groups and communities to develop their friendship circles. People we support told us that they have the opportunity for leisure, employment and education. They went on to say that staff offer them different choices and support them to try new things, which has helped them to develop their confidence. People told us that they are offered different types of learning and education for example: learning to cook, learning to teach, learning life skills including listening and speaking up for themselves. Some people we support have recently completed a self-advocacy course.

We support people to access appropriate occupation and leisure activities to meet their needs. People we support told us that they are informed about what support hours they have and are able to agree

how they are used. One person who has a 10 hours 1:1 support a week told us 'I know I can ask for certain things or can do certain things and I have 1:1 time with my staff so I can talk about things'. CQC in their report January 2017 stated, *'The service worked to establish a positive community presence for the people who use the service, and we were shown examples of how the service has worked with local communities to support people.'* The SPICE group is another way that we support people to develop skills and provide people with opportunities of paid work in a supportive environment. All individuals are paid minimum wages for their work and involvement in developing and delivering training, interviewing potential staff and auditing service provision.

Future Directions has a volunteer strategy and a volunteer lead. The lead supports people to advertise and recruit volunteers to support them to be involved in specific interests, hobbies and volunteer work. We have advertised for a volunteer to play chess with an individual and this person now has a volunteer who visits once a week to play chess. The lead also works closely with other volunteer agencies to support individuals we support to gain volunteer work and to develop skills of people we support and staff. We have developed and launched a volunteer strategy 2016/17 and we have begun to work with people we support through engagement meetings to support them to understand what volunteering is and how they could volunteer in their community or advertise for volunteers to be involved in their lives. We have also recognised that volunteers are a great way to find people who are supportive and have values that match or complement those of Future Directions and develop their interest in working for us in paid roles. We have supported people we support to access government led courses to promote and develop skills for employment 'back on track' and 'Princes Trust'.

We support individuals, their families, staff and managers to explore risk using positive risk taking tools to ensure that people we support are able to live their life whilst balancing the risk. The personalisation lead has developed a positive risk taking work book to help support this process. This was also supported by CQC in their report when they stated;

- *We saw that the service aimed to make people less dependent on support services and took a positive approach to risk taking'.*
- *We saw that people were encouraged to remain as independent as possible, and staff supported people to manage tasks with their capabilities'.*
- *A relative told us "they look after my relative really well. They are tremendous and he is totally safe with them. He can be unpredictable as times but the staff know how to calm him down."*

Future Directions shares achievements of people we support and employees, developments, lessons learnt and government legislation via:

- Newsletters.
- Updates on our website or staff portal.
- Updates via twitter, facebook and yammer.

We also share details of local services and events that would benefit or of interest to people we support via leaflets, supervision, team meetings and the platforms identified above.

Policies and Procedures:

Team Meeting

Mental Capacity
Deprivation of Liberty Safeguards
Personalisation
Recruitment
Risk Management and Support Process
Education and Training
Induction
Friendship and Support
Health Action Planning
Induction
Mental Capacity
Deprivation of Liberty Safeguards

Where to find evidence:

Board Minutes.
Making it Real Action Plan.
Training packages.
Training records.
Newsletter.
Website.
Twitter.
Facebook.
Yammer.
Information/engagement sessions with staff.
Volunteers.
Communication Agreement.
Person Centred Plans.
Risk Assessments.
Positive Risk Taking Booklet.
My support and risk matrix.

3. Care and support focuses on people being happy and having a good quality of life.

Good:

- ✓ *Staff know how to support people to be happy.*
- ✓ *Staff feel valued and the organisation quickly deals with staff that are not living up to organisations values.*
- ✓ *Support plans truly reflect individual's preferences, fears and put people in control.*
- ✓ *Staff are recruited, trained, and developed to understand the value of getting to know the person being supported and recognise that small things are important.*
- ✓ *Staff creativity is valued and encouraged.*
- ✓ *Staff have the confidence, skills and authority to make decisions.*
- ✓ *There is evidence that individual staff make a difference.*
- ✓ *Training is produced alongside the people being supported and their families and focuses on the individual needs of the people being supported.*

Bad:

- *There is a uniform HR resource that recruits people based on a diplomas/experience/training.*
- *No recognition is given to what people being supported would like and generic job descriptions are advertised.*
- *Support workers are not recruited to individualised person specifications.*
- *Staff are redeployed around services to suit the organisation.*

Questions to ask yourself and your organisations:

1. *How does recruitment link to what someone being supported says that they want? How does rota planning link to what people say they want?*
2. *How are people involved in the probation and appraisal processes for their support staff?*
3. *How do staff know what the organisation wants to achieve?*
4. *Do you trust staff to make decisions? What happens if they get them wrong?*
5. *How the organisation does at all levels keep in touch with people to ensure they're happy, beyond the annual 'user' satisfaction survey?*
6. *How does your organisation support people through times of distress?*
7. *How do you accurately gauge values, quality and attitude when recruiting?*
8. *How do you manage staff sickness/leave to ensure minimum impact for the individual being supported?*

Evidence:

Future Directions support all individuals to have a person centred plan. In their plan it identifies their likes, dislikes, interests, and hobbies, how best to support me now and in the future. Support plans reflect individuals support needs and preferences ensuring 'just enough support'.

Staff know how to support people to be happy as they work with people on a regular basis. Staff are recruited to work with specific individuals based on their skills, hobbies and interests. Each person we support is supported to complete 'characteristics of staff to support me' document which identifies

what skills, hobbies, interests and what sort of person they would like to them. This information is then utilised to develop specific adverts, person specifications and questions for interview and help to effectively match staff to people supported. Questions are designed by people we support and managers following the skills for care value based recruitment process. All job applicants are interviewed by people supported. Each individual supported involved in the recruitment process undertake training to ensure they understand the process and fair recruitment for all candidates. We have 40+ people trained to be involved in the people we support interview panel. Individuals supported can either just be involved by completing characteristic of people who support me, and or through being part of people supported interview panel. All people supported involved in the interview panels are paid minimum wage for their time.

We have recognised for those individuals who don't want to be involved in the formal interview panel we need to develop other options. We developed an option where if candidates pass their literacy and numeracy test and the management interview, they are then matched to an individual or group of individuals. The individual/s are supported by their Team Manager to then meet at a suitable venue and can either ask the candidate questions and or observe how they interact and engage. This will give another option to involve people supported in the recruitment of their staff and this being rolled out over the next couple of months.

Once recruited following safe recruitment practices all staff complete the induction process which is delivered in line with the Care Certificate. Staff complete the Care Certificate over a 3 month period. Staff are trained to meet the individual support needs of the people they will be supporting. The training needs are identified via a training matrices specific to the individual/s.

Training is developed to meet the individual support needs, with some of the people we support and or their families contributing and or delivering the training. At induction all staff receive a copy of the Staff Handbook (which is reviewed annually) and also a copy of 'The Future Directions Way...', which details what is expected of staff in regards to living out Future Directions Values in the way they think, work and act.

Rotas are designed around the needs of the individuals we support, as identified within their support plan. Activity planners for each individual are incorporated within the rota so that the person supporting them are identified. This ensures that people are supported by people with the right skills to support them. As appropriate rotas are displayed in a format meaningful to individuals.

People we support are able to contribute indirectly and directly to staff appraisal and development. This is undertaken by individuals being physically involved in staff progress reports, job consultation, team meetings and or managers consulting with individuals or their families which then feeds into the staff members progress report or job consultation.

We recognise that sometimes relationships between staff and people we support don't work and even with appropriate interventions and support they still don't work. We would then find alternative placements for the staff member to resolve the situation.

All people we support have outcomes to achieve identified as part of their person centred plan. Each person is supported accordingly to meet the outcomes identified. Progress on achievement is monitored regularly by their key worker, who will also work with the individual to look at what's

working, what could be done better/or differently and update their plan accordingly. People we support said about their support and staff:

- *'I am happy now, but will be happier when I move. I won't be lonely. Staff are helping me to do this'.*
- *'Make sure I have things to do'.*
- *'Staff talk to me and listen to me. They give me time on my own'.*
- *'The good thing about my staff is that they are not formal, they are like friends, and we have a laugh'.*
- *'Staff know when I am not okay and find out how they can help me'.*

The organisation has an annual plan which is developed over the first 3 months of the year and rolled out across the organisation in April. The plan identifies the outcomes including the steps to monitor achievement and progress. Progress is feedback quarterly and all managers are set targets via their appraisal linked to the delivery of the outcomes identified.

All staff are encouraged to make decisions and be innovative within the delivery of services. To encourage this we have developed a positive risk taking booklet which uses person centred tools to explore risks and look at how we can do things. Staff are supported to use this booklet with individuals to come up with solutions rather than barriers. All managers operate an open door policy to encourage individuals to seek advice and reassurance. Our staff have confirmed this:

- *'We are loan workers, I definitely have the freedom to make choices and do things'.*
- *'I have the autonomy to make choices and decisions'.*
- *'I am new to the role and I feel that I can run things by my manager and other staff, until I feel confident'.*

CQC observed how we worked and engaged with people supported and stated this in their inspection report January 2017 when they stated:

- *'People who used the service were at the centre of everything they did'.*
- *'They are supported by a committed and well trained staff with good interpersonal skills who had developed excellent working relationships with people they supported.'*
- *People were involved in drawing up and reviewing their own care plans which we saw were person centred and produced in a way the person could understand'.*

Where things go wrong a lessons learnt culture is embedded in the organisation with lessons learnt and actions being shared across the services to improve quality and reduce the event of reoccurrence. However where through investigation it is highlighted breaches of policy and procedure have occurred appropriate formal actions are implemented in line with our disciplinary procedures.

Future Directions have a robust sickness absence policy which clearly identifies roles and responsibilities of staff and managers in relation to reporting and managing sickness. Managers adopt a positive proactive approach to supporting staff back to work as early as possible. Our shifts, time owing and rota procedures provide guidance in regards to good practice and meets working time regulations whilst ensuring rotas are planned to meet people we support needs. We also operate an internal bank to ensure continuity and cost effectiveness when back filling absences, it also provides

employees with a flexible work option. We have an electronic system which sends texts to staff informing them of shifts available.

Future Directions has a 24/7 On-Call system. This is made up of a Local On-Call which is manned by Deputy/Team Managers and covers a locality. We currently have 4 Local On-Calls and 1 Senior On-Call (which is manned by our members of our senior management team). They provide support, advice and physical response to people we support and staff.

All levels of managers across the organisation undertake visits to supported living and residential support locations. Deputies and Team Managers are based in the Teams they manage. Operational Network Managers undertake regular visits to the locations they provide services, including out of hours visits to check that services are being delivered the way that people want and choose, whilst still meeting their assessed needs.

Senior managers and Directors undertake planned visits each month to speak to people we support and staff, whilst ensuring services delivered are person centred and delivered the way people choose.

Each quarter we facilitate a family meeting where all families are invited to meet with Directors and senior managers. We provide them with an up-date on service development and they have the opportunity to inform us what's working, where there are areas of concern and development.

Bi-monthly we hold 'Our Meeting' which is a user led meeting which gives people the opportunity to explore themes, share ideas and meet up. The last meeting we supported people to discuss and explore volunteer work and what skills they had that they could share with others.

Future Directions has worked with a group of people we support to develop the 'Getting It Right' Team which is a group who have developed an audit tool and they carry out audits of the services we provide. They then write reports and identify areas for development. We have begun some work with another provider organisation and will over the next 6 months be undertaking cross service audits. We feel it would be beneficial to involve family members and have asked family members if they are interested. As of yet we have not had any family members who have committed to being involved, although we have had some express and interest. This is still an area we are working to develop.

All people we support, families, staff are given details in regards to how to notify us of a compliment, concern or complaint via Information Leaflets, Staff Handbook and via our website. All can raise concerns and complaints anonymously via our whistle blowing hotline. Over the last 12 months we developed and sent to all family members a leaflet in regards to compliments, concerns and complaints.

Future Directions recognises staff achievements through our Annual Award Ceremony (first one held 2016). Employees, families and people we support are able to nominate employees and volunteers. The awards and letters of recognition usually identify individuals who have demonstrated living out the values and have made a difference to the lives of people supported.

Each month the Managing Directors sends out Thank-You and Positive Feedback Letters to individual employees who have done a good job, played to their strengths, lived out our values and put the people we support first.

Policies and Procedures:

Recruitment.
Annual Leave.
Compliments, Concerns and Complaints.
Disciplinary.
Disclosure.
Induction.
Investigations of incidents.
Job Consultation.
Occupational Health.
Out of Hours On Call.
Performance Improvement.
Personal Development.
Shifts, Leave and Time Owing.
Special Leave and Flexible Working.
Quality Assurance.

Where to find evidence:

Recruitment Process.
Person Specifications.
Job Descriptions.
Questions.
Training Matrices.
Evidence of Training attended.
Rotas.
Activity Planners.
PCP's.
HAP's.
Annual Plan.
Staff Handbook.
Future Directions Way...
Lessons Learnt – Governance Minutes.
On-Call Rotas.
Newsletters.
Minutes family meetings.
Minutes Our Meeting.
Getting It Right Reports.
Senior Managers diaries with planned visits.
Wall planer in senior managers office log of visits completed.

4. A good culture is important to the organisation.

Good:

- ✓ *People with disabilities and their families are involved in checking the quality of support.*
- ✓ *All levels throughout the organisation consider and involve people being supported and their families.*
- ✓ *The organisation can evidence how change has resulted from the voice of people being supported and their families at all levels.*
- ✓ *Staff feels respected and able to voice their thoughts and contribute to organisational development.*
- ✓ *The organisation speaks out about the bad.*
- ✓ *Senior managers routinely visit people being supported to seek the views of them and their families.*
- ✓ *There is a commitment to practice leadership.*

Bad:

- *Little investment is made to support innovative staff practice and organisational development.*
- *Senior managers are invisible to people being supported and their families.*
- *Complaints and suggestion do not lead to significant change.*
- *There is no direct connection between the ethos of the organisation and the support being offered.*

Questions to ask yourself and your organisation:

1. *How does your organisation discuss its culture and reflect on what's working/what's not working?*
2. *How can your organisation evidence that change has happened as a result of feedback from staff, people being supported and their families?*
3. *What does your organisation do to contribute to society and speak out about bad practice beyond organisational boundaries?*
4. *When you allocate your budget, how do you make sure you minimise expenditure that doesn't relate to the quality of the lives of people you support?*
5. *What proportion of resources are spent on investment in getting and retaining the right staff, as opposed to staff disciplinary resulting from poor practice?*
6. *How do we guard against tokenism when involving the people we support in feedback discussions, in meeting and in planning at any level?*

Evidence:

Future Directions demonstrates good leadership and management through its values, mission and objectives which are embedded throughout the culture of the organisation.

Our Values are:

- To Put People First
- To Be Transparent
- To Go The Extra Mile

- To Be Creative
- To Be Adaptable

Our Mission is:

'Future Directions is a Community Interest Company that works with individuals, families, commissioners and local communities to design and deliver personalised services; enabling individual choice and control to achieve fulfilled lives.'

Our Objectives are:

1. To engage people we support, listen to their needs and wishes and support them to live a life they value.
2. To work alongside individuals so they grow and feel valued.
3. Employ, develop and value capable and understanding people.
4. To build a growing sustainable business driven by our values.

Effective leadership and management is evidenced within Future Directions through:

- Annual planning which is developed and undertaken in consultation with people we support, their families, staff and commissioners through utilising Making it Real Markers for Change questionnaires which identify what we do well and what we could do better.
- Contract monitoring from commissioners; individuals and their families where they have individual service funds or personal budgets, monitoring the achievement and progress on delivering individually agreed outcomes.
- A workforce which is experienced, skilled and trained to deliver the contract supports the development and well-being of individuals and the development of future service provisions.
- Robust business continuity planning which we have experience of implementing in to when required.
- Investment in staff through personal development and management development programs – which include in house development programs, (future managers development program), support to complete skills for care management induction standards and management qualifications. *As part of the workforce development plan we are currently developing a leadership framework and as part of this there will be a talent management and succession plan.*

CQC stated in their inspection report January 2017:

- *'We found the service was extremely well led with a highly trained and experienced management hierarchy to ensure effective communication, scrutiny and oversight of the day-to-day activities and incidents'.*
- *'The management team practiced high visible leadership'.*
- *'There was a high degree of competency at all levels with Future Directions from support staff to Board level'.*
- *'Despite the size and geographical spread of the service we found a consistent adherence and support for the values of the service, and structure allowed not only for regular oversight and supervision of supported tenancies but also flexibility of response to need'.*

All staff and managers which transfer to or who are employed by Future Directions are supported through an induction program which introduces and embeds the values, mission and objectives into their practice. The induction program meets the requirements of the skills for care common and the requirements of the care certificate. Managers are also supported their skills and competences via

mentor and preceptor ship packages. All Staff are responsible for and are supported to maintain their own continuing professional development portfolio.

Our Managers at all levels of the company are committed to ensuring that people we support and staff are involved and informed about all aspects of service delivery and decisions about the future of service delivery and this is evidenced via people we support and staff:

- Representatives attending lunch with the Board of Directors every 3 months;
- Involvement in decisions about improvements in service design and delivery, through focus groups, their involvement in auditing (The Getting It Right Team) and quality checking of service delivery via planned audit work, completion of satisfaction questionnaires and development of action plans to improve service delivery;
- Developing accessible information;
- Telling us what we do well and what we could do better (a support staff explained that he had supported an individual to complete the easy read complaint form which was submitted to his manager. His manager then met with the person supported to look at the complaint and agree how they would feedback. The person supported felt listened to and involved throughout the process). *Through the Making It Real satisfaction survey some people we support have raised that they don't know how to raise a compliment, concern and or complaint. We have agreed that we will put this onto the Staff team meeting agenda so that staff can remind people we support on how to complete the easy read forms and also have added to Tenants Meeting agendas so that people we support are reminded how to raise compliments, concerns and complaints.*
- Providing training sessions to staff, students, professionals and other companies in regards to supporting people with complex needs via SPICE Group.

The impact for Individuals (and their families) is that they are supported to make decisions about their lives:

- How, where and when they are to be supported;
- Who supports them;
- Where and who they live with;
- What they want to do now and in the future;
- How services are delivered, designed now and in the future;
- Involved in the supervision and appraisal of staff performance and development;
- Engaged and consulted about everything we do.

When we asked a group of people we support if they felt they had a voice in the organisation? They said:

- 'I feel I can talk to people and make changes in my life'.
- 'This is one of the reasons why I like Future Directions, there are no walls, and I can talk to people and come to meetings and tell people what I think'.
- 'I can speak up if I need to. Future Directions are very transparent'.
- 'I think it's great, I can come to meetings and say what I think'.

Staff roles and responsibilities are clearly defined via specific job descriptions and person specifications, which support the employment of diverse and responsive individuals to meet individuals' needs. Whatever the role people are in within the organisation people we support are involved in the recruitment process.

“Making it Real” Markers for change have resulted in the development of a DVD “My House, My Home” a training video for staff used as part of induction and to remind staff that they are visitors in peoples homes; accessible rotas; development of information leaflets detailing how individuals can be involved in the recruitment process and an easy read leaflet and complaints form.

Future Directions attends provider forums, regional and national events and conferences. Where the organisation has lessons learnt we share this with commissioners and other organisations.

Future Directions have recently taken stock in regards to how they communicate with staff and volunteers and have developed a pictorial representation. *We are in the process of consulting with staff and volunteers to identify what is working, areas for development and ideas for future development. We have planned focus groups and meet the senior manager sessions throughout the year.*

All staff are informed via induction, staff handbook, Future Directions Way.....leaflet and policies and procedures on the different ways they are involved, consulted and engaged in the development of the organisation and ways we deliver services.

Future Directions is transparent about the service provided sharing with staff, people we support, families and commissioners what we do well and identifying areas for development. When things go wrong we ensure that we apologise, investigate to understand what went wrong, implement actions to reduce the risk of reoccurrence. People we supported and staff confirmed that when things go wrong we tell a manager, so we can learn and make things better. Lessons learnt are shared across the company via Governance Meetings and then Team Meetings. Where appropriate and lessons learnt are shared with other providers and commissioners.

All levels of managers across the organisation undertake visits to supported living and residential support locations. Deputies and Team Managers are based are based in the Teams they manage. Operational Network Managers undertake regular visits to the locations they provide services, including out of hours visits to check that services are being delivered the way that people want and choose, whilst still meeting their assessed needs.

Senior managers and Directors undertake planned visits each month to speak to people we support and staff, whilst ensuring services delivered are person centred and delivered the way people choose. People we support and staff when asked knew who their local managers were and who the senior managers are.

Policies & Procedures:

Protection from Abuse.

Personalisation.

Compliments, Concerns & Complaints.

Education & Training.

Continuity Plan.

Induction.

Business Continuity.

Quality Assurance.

Whistle Blowing.

Where to find evidence:

Compliments, Concerns & Complaints spreadsheet

Safeguarding Tracking sheet

Annual Plan

Making it Real

Contract Monitoring

Staffing Training Records

Induction

Job Descriptions

Video "My House, My Home".

OD strategy Meetings and Action Plans.

Person Centred Plans.

Health Action Plans.

Spice Group Minutes, Training Plans, Payments.

Governance Minutes.

Getting It Right Reports.

Our Meeting.

Family Meeting.

Recruitment Paperwork.

Website.

5. Managers and board members lead and run the organisation well.

Good:

- ✓ *Leaders utilise the skills within the organisation and inspire those around them.*
- ✓ *Leaders encourage open and honest conversation about what is and is not working.*
- ✓ *Decision making is based on the principle of 'how will this benefit those we support?'*
- ✓ *There is transparency where there are areas of improvement required and these are shared internally and externally to benefit others.*
- ✓ *There is strong Practice Leadership around challenging behaviour within the organisation.*

Bad:

- *Senior managers don't hold the stories of whats going on in the organisation.*
- *Senior managers are not visible to those they serve.*
- *There is a focus on money/profit and people second.*
- *Values are compromised*

Question to ask yourself and organisation:

1. *How much time do staff, people being supported, and families spend with senior managers and the board? How accessible are they, and how much time do they spend engaging with people?*
2. *Are senior managers and board members trained in safeguarding?*
3. *What do senior managers and the board do o demonstrate that they live the values of the organisation?*
4. *How does the board drive up quality and ensure they have evidence of this?*
5. *How does the board assure itself that it's achieving its mission?*
6. *What systems does the board and senior management team have to find out about poor quality services, and what does it do about them? How do they deal with asking difficult questions?*
7. *How does the board and senior management team reflect on lessons learned from safeguarding cases, complaints and quality concerns?*
8. *How do you ensure there is a sufficient cross-section of skills and experience in board members?*

Evidence:

Our Managers at all levels of the company are committed to ensuring that people we support are involved in all aspects of service delivery and decisions about the future of service delivery and this is evidenced via individuals supported being involved in:

- Representatives meeting with the Board of Directors for lunch every quarter – providing opportunity to say what's working and identifying areas for development;
- Involvement in decisions about improvements in service design and delivery, through their involvement in auditing and quality checking of service delivery via planned audit work (from the Getting It Right Team), completion of satisfaction questionnaires and development of action plans to improve service delivery. Making It Real Action Plans are available for the last 4 years, which identify what changes have been made, following identification of areas for

improvement and people we support representatives help identify actions to be implemented;

- Developing accessible information;
- Telling us what we do well, what we could do better;
- Providing training sessions to staff, students, professionals and other companies in regards to supporting people with complex needs.

Future Directions Managers and the Directors have a planned / diary visit individuals within their own homes.

All people supported are invited to attend the 'Our Meeting' which is a user led meeting which gives people the opportunity to explore themes, share ideas and meet up. The last meeting we supported people to discuss and explore volunteer work and what skills they had that they could share with others.

All Managers offer an open door policy to people supported, families and staff. Contact details are made available via information leaflets which are issued to all families, service users and staff.

When we met with a group of people we supported they said that they knew who their managers were, they saw their managers and they can talk to their managers. There was one person from one service where there had been some change in his Team Manager and Operational Network Manager who said that he felt that he had become anxious because he didn't know who his manager was and they told him they were coming to see me but they were busy and they didn't come and I wondered why and this makes me anxious. He said that he had spoken to his Team Manager and she had spoken to the Operational Network Manager and it was okay now. *Future Directions normally communicate and discuss changes of managers with people supported and families and we recognised that we didn't follow our own system and have apologised to the individual concerned. We will ensure that Future changes in managers are communicated with people we support and families in line with our own systems and processes.*

We have planned quarterly meetings with families which is supported by Senior Managers and Directors. These meetings provide topical information from guest speakers, updates in service delivery and developments; give families an opportunity to share ideas, examples of good practice and areas of development. Minutes are shared with families via post or email.

All Managers, Directors and board members have received safeguarding training. Numbers of Senior Managers have completed specific training in investigating and reporting safeguarding issues. The Board have planned development sessions through the year. Some of the topics they have covered have been related to their responsibilities in regards to Safeguarding and Health and Safety.

Future Directions evidence the driving up of quality via:

- Annual planning which is developed and undertaken in consultation with service users, their families, staff and commissioners through utilising Making it Real Markers for Change questionnaires which identify what we do well and what we could do better. The results of these feed into action plans to develop service provision in line with what people say.
- Contract monitoring from commissioners; people supported and their families where they have individual service funds or personal budgets, monitoring the achievement and progress on delivering individually agreed outcomes.

- A workforce which is experienced, skilled and trained to deliver the contract supports the development and well-being of individuals and the development of future service provisions.
- Robust business continuity planning which we have experience of implementing in practice effectively.
- Investment in staff through personal development and management development programs – which include in house development programs (for aspiring managers), support to complete skills for care management induction standards and additional management qualifications.

The Board of Directors and senior managers receives monthly information via Governance meeting and Board meeting in regards to Future Directions performance. Information is received in regards to:

100% of people we support have a person centred plan and 99% in March 2017 had been reviewed in the 6 month timeframe. We monitor compliance monthly.

100% of people we support have a health action plan and we support people to access regular health checks in line with national guidance and recommendations. We monitor that people are supported to access at least:

- 2 yearly dental checks – 100% of people have been offered the opportunity (as at March 2017) to access dental checks. Four individuals who have refused continue to be supported and offered the opportunity.
- 2 yearly ophthalmic checks – 100% of people have been offered the opportunity (as at March 2017) to access ophthalmic checks. Five individuals who have refused continue to be supported and offered the opportunity.
- Annual health checks (where available/offered by their GP) – 100% as at March 2017 have been offered the opportunity to access. There are individuals who have not been able to access due to the service not being offered through their GP practice. However these individuals have been supported to access general well person checks.

Additional data is captured and feedback in regards to:

- Number of staff supervised, appraised and received mandatory training.

Information is shared with Board and Senior Managers re: complaints, concerns, compliments, risk management, safeguarding, accidents and incidents, medication management are monitoring; investigations undertaken and lessons learnt actions implemented and staff performance.

The board is made up of skilled individuals from a variety of backgrounds. The last Board member was chosen and selected due to his background in social housing and social care. People we support were involved in the interview process.

When CQC inspected in January 2017 they reported:

- *‘Everyone we spoke with were positive about Future Directions and the quality of care and support it delivered. A person who used the service told us empathetically, “It’s a great company. I’ve seen a lot of houses, staff always treat people well. You would never get as good a service as with Future Directions.”*

- *'It was clear the people within the service were at the heart of all aspects of the service, and their views were consistently sought and taken into account when planning and reviewing service delivery.'*
- *'We found the service was extremely well led with a highly trained and experienced hierarchy to ensure effective communication, scrutiny and oversight of day-to-day activities and incidents.'*

Future Directions CIC latest CQC inspection report rated us as Outstanding in Well Led and Good overall.

Policy & Procedures:

Complaints, Concerns & Complaints.

Personalisation.

Education & Training.

Friendship & Support.

Protection from abuse.

Health and Safety.

Where to find evidence:

Governance Minutes.

Our Meeting.

Manager Visits.

Information Leaflets.

Family Meeting.

Training Records re: Safeguarding Sessions.

Making it Real Action Plans.

PCP.

HAP.

Tracking sheets re: Meds errors, Safeguarding & compliments, complaints.