

Newham's Provider Quality Handbook:

Working in partnership to achieve excellence for our residents, and create safe organisations

Context

- Like most other Local Authorities, there are a number of different Council teams and data sets relating to Care Provider performance.
- Staff across Operations, Quality Assurance, Safeguarding Governance, Commissioning and within our corporate complaints team all play a role in reviewing / managing provider quality issues.
- The communication / data sharing between these teams wasn't as 'joint up' as it could be.
- Our new Provider Quality Handbook sets out a single and consistent approach to working in partnership with providers to drive up and maintain service quality.
- It provides a framework to integrate previously separate data sets to provide an overall and holistic picture of provider quality and ensure a clear feedback loop – based on 'hard' and 'soft' data.
- It sets out a clear, consistent and multi-agency approach to managing quality issues for both internal staff teams and providers.
- It aims to create a culture of transparency to maximise safety and drive up quality.

Newham's HEART values are central...

HONESTY - we will have open and transparent discussions with Providers at all times. Issues that exist (no matter how big or small) cannot be addressed without us being clear with ourselves and each other about what they are.

EQUALITY - we see our Providers as equal partners. We all have a role to play in delivering and monitoring services, but no one person or organisation is more 'important' than the other - we all have an equal and critical role in supporting and ensuring the safety and wellbeing of our residents.

AMBITIOUS - we want Newham to be a centre of excellence for Health and Social Care delivery. Our ambitious Strengths Based approach is increasingly central to everything we do, both internally and when commissioning services, and we want our Providers to join us in adopting and embedding this approach.

RESPECT - our approach and communication with Providers will be respectful at all times. Linked to this we are committed to a 'no-blame' culture, which focuses on how we can address and learn from issues as opposed to whose fault it was.

TOGETHER - we need to work together, and in close partnership with the Care Quality Commission (where appropriate), and our partners in Health if we are going to achieve the level of excellence that we all want for our residents. We will also need to work together with the residents themselves - and our new 'Resident Voice' framework ensures we will do this meaningfully and consistently.

Building a holistic picture of quality

'The Council believes that a range of information and intelligence needs to be understood to build an accurate, live and holistic picture of service quality.'

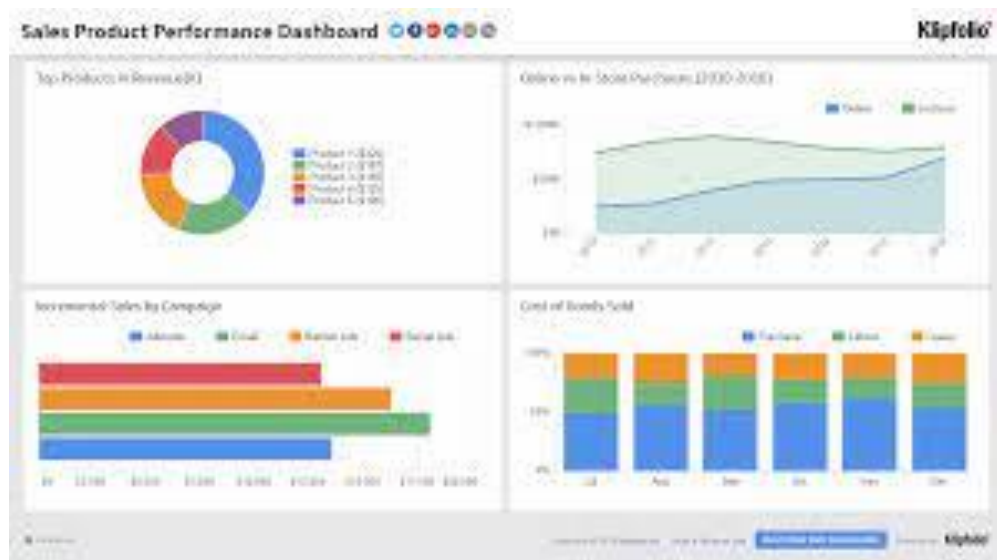
Moving forward all commissioned services will have clear and consistent approaches to monitoring and evaluating quality, drawing information from the following key areas.'



Single, 'live' quality dashboard per provider

Provider Quality Dashboards

Each commissioned provider will have a live Power BI dashboard that will enable the Council (and Providers) to understand performance in 'real time'.



A RAG rating will be allocated to each of the following areas:

- Contract KPIs;
- CQC rating;
- Outcome of latest Quality Monitoring visit;
- Resident Voice data;
- Safeguarding data;
- Quality Alert data;
- Whistleblowing data;
- Complaints data.

All of the data fields will come together to generate a single 'Provider Quality Threshold' status for each organisation (i.e. Provider Quality, Provider Improvement, Provider of Concern, Organisational Abuse) which will determine the way that we work with them to monitor / support and improve quality. We will focus our resource on working with providers who need the most support.

Putting 'paper' into practice

- Whilst we are still in the process of finalising the Handbook and quality dashboards, we have started adopting a number of the approaches / principles over the last 6-9 months, and seen positive results i.e.
- Culture change – from 'doing to' to 'doing together'.
- 5 providers moving out of the Provider of Concern process through clear, structured and multi-agency working (weekly meetings, clear SIPs – focus on progression).
- Collaborative focus on improvements, drawing on expertise of Health and Safeguarding Governance colleagues for specialist training.
- Monthly Provider Risk and Management Board (PRAMB) meetings to ensure multi-agency grip and oversight alongside Departmental Management Team. and Safeguarding Adults Board, and weekly internal meetings to review quality data.
- Clear escalation routes where there have been instances of a serious incident, Safeguarding Adult Review, Police and/or Coroner Inquest involving a provider.

Creating a good safety culture

- **Behaviours & relationships of staff:** The Handbook has been co-produced with both internal and provider staff teams, and aims to establish a highly relational approach to partnership working that positively influences behaviours and supports positive relationships.
- **Open communication** – based on our corporate HEART values and underpinned by clear evidence is central to the approach.
- **Organisational practices** – the handbook sets out how Newham’s internal processes will be streamlined and consolidated – but also aims to influence positive changes to the organisational practices of Providers.
- **Involvement of those who use services** – the Handbook has been co-produced with Providers, and introduces a robust ‘Resident Voice’ process – recognising that the people receiving services are often best placed to determine quality.