



ADULT SOCIAL CARE

# Quality matters



# Foreword

The quality of adult social care matters. It matters because people who use services should be able to expect person-centred care that is safe, effective, caring and responsive. This care should be supported by good leadership and sustained by good use of resources.

This document sets out a shared commitment to **high-quality, person-centred adult social care**. It has been produced to make a difference in care services by working across the sector with people who use these services and their carers. It has been developed so that:

- **The public – people who use services, families and carers** – know what high-quality care looks like and what they have the right to expect.
- **Staff working within adult social care** understand what high-quality care looks like and how they can contribute to delivering it.
- **Providers of adult social care** share a clear vision and commitment to providing high-quality care.
- **Commissioners and funders of adult social care** support the commissioning of high-quality care and high-quality integrated care.
- **National bodies (including regulators and improvement agencies)** support integrated working across the system to champion high-quality care.

The purpose of this document is to bring the adult social care sector together in support of the agreed principles that underpin good quality adult social care. It builds on the partnerships and commitments that we have made before, and sets out clear action plans that support the delivery of priorities for improving quality, but does not change the statutory responsibilities or undermine the independence of each organisation. Crucially, it highlights that quality is everybody's business.

People's experience of care is not isolated, but integrated across many different health and social care services. To achieve person-centred, high-quality, co-ordinated care we need to recognise and respond to this. This is why this commitment reflects and works alongside the quality strategy for the NHS led by the **National Quality Board**.

This commitment is only a step along the way of a journey towards high-quality, person-centred care for all. Most importantly, while the words in this document are an important place to start, it is the action we take together that matters most.



# Introduction

**Adult social care can positively transform people's lives. It can support people to stay more independent, improve their wellbeing and reach out to others. High-quality care and support enables people to manage their own needs and to live life to the fullest – even when they face challenges because of their circumstances.**

The sector is large and diverse, and includes residential homes, nursing homes, and care provided for people in their own homes. There are around 12,000 of these types of provider delivering care in around 25,000 different locations in England. More broadly, care and support can include many other types of services ranging from information and advice, to befriending services, to community centres. The sector benefits everyone living and working in England:

- It is estimated to contribute at least £20 billion to the economy.<sup>1</sup>
- It enables the families of people who need care and support to continue their employment.
- It employs about 1.43 million people doing 1.55 million jobs<sup>2</sup> – more than the construction, transport, or food and drink service industries.

However, social care services are facing complex challenges that, in turn, risk having a negative impact on the people who rely on care and support. These include:

- Rising needs from an ageing population with increasingly complex conditions.
- Rising costs to providers of adult social care.
- Restricted public funds to meet those costs and a strain on the resources of those who pay for their own care.
- Serious challenges in recruiting and retaining good quality staff.

In this context it is perhaps not surprising that quality is variable. While there are many good services, there is also some unacceptable and unreliable care, which has a profound impact on people using those services and undermines public confidence in the sector as a whole.

Organisations across adult social care and health care have come together to develop a shared commitment, in collaboration with those who need care and support, their families and carers and the organisations that represent their interests. We want to establish a shared vision of high-quality, seamless, integrated<sup>3</sup> and person-centred care.

We commit to working together to support the best quality care, promote the best quality experience and outcomes, tackle the worst quality services, and encourage all services to improve. We commit not just to the words in this document, but to action that will create the conditions to improve the quality of care.

## Who is *Quality matters* for?

**This is a shared commitment for everyone who uses, works in, and supports adult social care.** No single person or organisation owns this commitment – it has been co-produced by many different partners coming together, and it will succeed only through our continued collaboration.

## What do we want to achieve?

We want to encourage and support those who use, provide, commission and oversee adult social care services to maintain high-quality care, and to improve care where it does not yet meet the standard of quality that people should experience.

This commitment also champions the importance of adult social care to individuals, communities, and wider society. We must act to promote the contribution, aspirations, and rights of people who use and work in these services.



### By doing this, we want to achieve:

- **A shared understanding of what high-quality care is** and what needs to be done to achieve it among people who use services, professionals and staff, providers, commissioners and regulators, and national bodies.
- **More effective and aligned support for quality in adult social care**, by building stronger partnerships, building on existing relationships and commitments, and taking joined-up action to encourage improvement and champion high-quality care.
- **Improved quality in adult social care**, which we can measure and celebrate, so that care is of a consistent high quality, even when no one is looking, and it makes a real difference to the lives of people who use services, their families and carers.

## Why now?

Although adult social care can transform people's lives for the better, the quality and sustainability of the sector is at risk. As more people with increasingly complex needs rely on care and support, the cost of providing care is rising. There are also growing challenges in recruiting and retaining staff to deliver care, and increasingly people are required to pay for their own care and that of their family.

As described in the **Five Year Forward View**, there is a gap in quality in both adult social care and health care – a gap that will widen if we do not take practical action to close it. We must also act on the challenges and opportunities that have already been identified, such as those raised by the Association of Directors of Adult Social Services in **Distinctive, Valued and Personal**. These remind us of both the impressive improvements and efficiencies made in adult social care in recent years, and the challenging future the sector will face if we don't act now.

These are not simple problems. We can address them only by working together with people who use services and across organisations, locally and nationally. We must build on the effective and innovative work already happening in many places to establish a coherent and shared commitment to improving the quality of care and support services.

Much of the debate about social care in recent years has focused on funding, diminishing resources and rising costs. But what is clear is that we cannot address this financial challenge in isolation. We must work to improve quality at the same time. Our task, working together, is to make the best use of all our available resources to deliver high-quality, coordinated, person-centred care.

# Building on strong foundations

## Our starting point

Although there are significant challenges facing care and support services and the people who use them, there are also significant strengths to build on:

- Voice, choice and control for people who use services is firmly at the centre of what we do.
- The emphasis on rights in the Care Act 2014 places a duty on organisations to promote integration and person-centred care.
- There is a growing sense of social care being about the care and support needed for someone to live an ordinary life.
- There is a drive to promote quality services – ensuring that care and support is appropriately resourced by developing the workforce and paying staff fairly.
- Adult social care is seen as a vital ‘connector’ to other public services, especially the NHS but also local housing, community services and the voluntary sector as a source of information and expertise.
- There has been good progress in developing different models of care that enable people to live as independently as possible, for example through rehabilitation and reablement.
- There is a growing recognition of the central importance of commissioners thinking about how they can secure wider social, economic and environmental benefits (sometimes known as social value).

## Health and social care working together for people and communities

Although health care and social care are different in many respects, they share a common definition of what good quality care looks like. Health and social care both support people from diverse communities, who have a range of care and support needs, to live the lives they want – see figure 1.

**FIGURE 1: HIGH-QUALITY, PERSON-CENTRED CARE SUPPORTS PEOPLE TO LIVE THE LIVES THEY WANT**



# Our single shared view of quality

## High-quality person-centred care for all

Those of us who use, provide, commission and oversee care and support share a single view of what high-quality care means (figure 2, opposite). We are committed to maintaining and improving the quality of care and support services, ensuring that more and more people who use services experience high-quality, person-centred care, now and in the future.

**Equity and equality:** Our single shared view of quality expects services to be equitable to all and focus on improving quality. It will make sure that the quality of care does not vary because of the characteristics of people using services, their families and carers, such as gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, or marital or civil partnership status. Wherever people use care, it will be high quality.

**Person-centred care:** An approach where the person using care and support is at the centre of the way care is planned and delivered. It is based around their individual needs, preferences and priorities. It treats people as an equal partner, and puts into practice the principle of ‘no decision about me without me’.



FIGURE 2: OUR SINGLE SHARED VIEW OF QUALITY



### For people who use services

To be person-centred, care must focus on what matters most to citizens, people who use services, their families and carers, taking into account those who may not have families to support them:

- **Positive experience:**
  - Caring: providers treat people with compassion, dignity and respect
  - Responsive: services respond to citizens' diverse needs, meeting the needs that people themselves have identified, in ways they have chosen, with support from professionals.
- **Safety:** People are protected from avoidable harm, neglect and abuse. When mistakes happen lessons are learned.
- **Effectiveness:** People's care promotes a good quality of life and is based on best practice.

### For those providing services

To achieve high-quality care services we need high-performing providers and commissioners to work in partnership with, and for, citizens and communities. They:

- Are **well-led**: they promote a culture that is open, transparent and committed to learning and improvement.
- **Use resources sustainably**: resources are used responsibly, providing fair access.

# Our principles

As organisations and their representatives who deliver, commission, fund, support and regulate adult social care, we will follow these principles in our work to help improve the quality of adult social care:

## Promote quality through everything that we do

- We will always champion quality as a central principle, demonstrating that it should, and can be, maintained and improved alongside financial sustainability.
- We will promote and encourage seamless, integrated care for those using services, their families and carers.
- We will provide clarity and consistency by promoting a shared view of quality.
- We will listen to, involve, co-produce and act on the views of citizens, people who use services, and their families and carers. We will understand and measure their views of the quality of services, being transparent about how these have shaped services.
- We will promote a person-centred approach, which includes treating all people with respect, compassion and dignity in a caring environment. We will promote people's human rights and their rights to equality with others.

## Support and encourage improvement

- We will listen to the views of care staff to understand how we can better support them, individually and collectively.
- We will use our combined intelligence to highlight and act on emerging problems and to guide and share best practice.

- We will recognise the role of the voluntary sector in building community capacity and capability.
- We will identify and provide advice on the principles for improving quality, and will focus our efforts where the need for improvement is greatest. We will promote reliability so that people who use services have confidence in the support they receive.

## Coordinate action

- We will offer advice, develop guidance and provide a forum to resolve issues.

By following these principles and encouraging others to do the same, we will promote high-quality, person-centred care, and support services to enable people using services to say:

- "I feel in control and safe"
- "I have the information I need when I need it"
- "I have access to a range of support that helps me live my life"
- "I am in control of my support, in my own way"
- "I have considerate support delivered by competent staff"
- "I can decide the kind of support I need"

Source: Think Local Act Personal (TLAP)

# Our priorities to improve quality

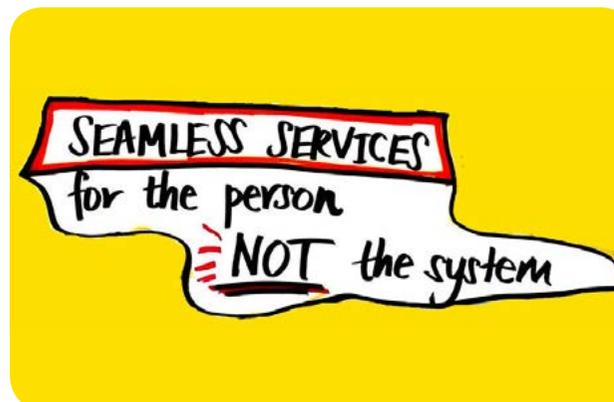
No single person or organisation can improve the quality of adult social care on their own. Everyone who uses, provides, commissions, oversees or supports care and support services must play their part. It will take time for some of our efforts to make a difference, and we may need to shift our focus as new priorities emerge. As we embark on this journey, we will focus **on six priorities** that will support **the seven steps**. These initial priorities have been identified by people who use services, their families and carers, providers, commissioners, and organisations that support and oversee adult social care services.

<b>1. Acting on feedback, concerns and compliments</b>	<b>2. Measuring, collecting and using data more effectively</b>	<b>3. Commissioning for better outcomes</b>	<b>Implementing priorities</b> <i>Putting words into action</i> <p>Each priority will be facilitated by named organisations and accompanied by action plans that deliver outcomes and actions.</p> <p>Everyone needs to take action to improve quality, including:</p> <ul style="list-style-type: none"> <li>• People who use services</li> <li>• Staff</li> <li>• Providers</li> <li>• Commissioners and funders</li> <li>• National bodies</li> </ul> <p>We will hold each other to account to deliver what we've promised to do.</p> <p>As they develop, action plans will be published here:  <a href="http://www.gov.uk/government/publications/adult-social-care-quality-matters">www.gov.uk/government/publications/adult-social-care-quality-matters</a></p>
<ul style="list-style-type: none"> <li>• Ensure that people who use services, their families and carers receive information that is clear and standardised, and that complaints are handled quickly and effectively.</li> <li>• Ensure that there is a strong approach to the duty of candour so there is a culture of being open and honest when something goes wrong.</li> </ul>	<ul style="list-style-type: none"> <li>• Review quantitative and qualitative data across the system and develop a common approach to measuring key quality metrics to ensure consistency.</li> <li>• Collect and share the common metrics among commissioners, regulators and providers as suitable and proportionate.</li> <li>• Agree and make available suitable and relevant information for the needs of the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities and risks from this approach and embed in commissioning practice.</li> <li>• Don't commission new services that are failing.</li> <li>• Review guidelines for quality in commissioning and ensure these are co-produced.</li> <li>• Explore how information about people's experience of care can be used to improve the commissioning process.</li> </ul>	
<b>4. Better support for improvement</b>	<b>5. Shared focus areas for improvement</b>	<b>6. Improving the profile of adult social care</b>	
<ul style="list-style-type: none"> <li>• Review sector-level improvement initiatives to support all organisations to improve.</li> <li>• Describe clearly the role of national organisations within social care and how they work together to encourage improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that adult social care is considered across health and social care initiatives (such as Sustainability and Transformation Plans) and that people work collaboratively across sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Champion everything that is great about adult social care so more people understand, support and celebrate the fantastic difference care and support makes to people's lives.</li> <li>• Attract even more talented people to a career in adult social care.</li> </ul>	

# Working together to improve the quality of care

## What a shared view of quality means for you

For...	Quality means that...
<b>The public – people who use services, families and carers</b> – should be able to know what to expect from high-quality care, where they can access high-quality care and what to do when the quality of care falls short.	<ul style="list-style-type: none"><li>• People are enabled to tell us about their experiences of adult social care. There are systems to actively encourage those who cannot articulate their views or those from seldom-heard communities.</li><li>• People and communities are actively involved in defining what matters most in the quality of their experiences of services and in assessing and improving the quality of care services.</li><li>• People and communities are part of the solution. They are connected, informed and proactive, and they choose, co-produce and provide support. Their personal contribution is recognised and developed.</li><li>• Different organisations across the system work together to deliver seamless, high-quality, person-centred care and keep people well. They use a common language that is free from jargon and easy for people who use services to understand.</li><li>• People have sufficient and appropriate information about the assessment process and its outcome, and about care planning and personal budgets. This enables them to make informed decisions.</li><li>• Communities are aware of safe, effective, caring and responsive care services and know how to access them.</li></ul>



For...	Quality means that...
<p><b>Staff</b> should have a clear understanding of what quality is and of their uniquely important role in helping to deliver high-quality care and enabling others to contribute to a sustainable, well-led, high-quality workforce for now and the future.</p>	<ul style="list-style-type: none"> <li>● Leadership in social care is robust and proactive, supporting staff in their roles.</li> <li>● A wide and diverse range of staff are capable, confident, supported, feel nurtured and are equipped and empowered to deliver care that is safe, effective, caring and responsive. They make a positive contribution to good leadership and the sustainable use of resources.</li> <li>● Staff feel free and confident to speak up.</li> <li>● Staff provide quality care, based on values, which recognises people who use services, their families and carers as experts.</li> <li>● Staff are reliable and they provide care that instils confidence in people using services.</li> <li>● Staff with different specialisms are recognised and respected across the system.</li> <li>● Staff are supported to achieve their own qualifications and encourage others to learn and develop.</li> </ul>
<p><b>Providers</b> should take ownership of the quality of their service and recognise the importance of working with others in the system to drive quality alongside co-production with people using services, their families and carers.</p>	<ul style="list-style-type: none"> <li>● Providers are committed to working with their staff and people who are using services to actively promote a shared vision of quality as set out in this document.</li> <li>● Providers deliver high-quality care through services that are safe, effective, caring, responsive and well-led and that use resources sustainably. They work proactively with others across the system including the voluntary sector.</li> <li>● Providers understand national guidelines, policy and priorities, and how they can contribute to improving quality.</li> <li>● There is a culture of openness, which is encouraged.</li> <li>● Providers are able to align their own internal quality assurance systems with the wider system (such as the Care Quality Commission's five key questions).</li> <li>● Providers recognise how they meet quality and can articulate their value in terms of quality to commissioners, funders, people who use services and the wider community.</li> <li>● Providers recruit good quality staff, and support and empower their staff to do their best work and continue to develop their professional skills.</li> <li>● Providers recognise their pivotal role in developing and delivering quality services by working with commissioners as equal partners.</li> <li>● Providers are transparent about their quality and what they are doing to improve.</li> </ul>

For...	Quality means that...
<p><b>Commissioners and funders</b> should recognise their role in commissioning for quality and be able to easily understand national guidelines, policy and priorities, and how they can make best use of those tools to maintain and improve the quality of the care they commission (alongside managing reducing budgets).</p>	<ul style="list-style-type: none"> <li>● Commissioners and funders ensure people and communities are at the heart of what they do.</li> <li>● Commissioning is outcomes-based and focuses on outcomes that matter most to people.</li> <li>● Commissioners and funders work with people and communities as equal partners and decision makers. They commission high-quality care through services that are safe, effective, caring, responsive and well-led.</li> <li>● Commissioners are trained and sufficiently skilled and knowledgeable to work with providers and partners as equals to promote quality. They commission for quality and procure in a way that is effective, efficient and economic.</li> <li>● Commissioners and funders experience a coherent system of assurance, measurement and regulation, and are able to align their own quality assurance mechanisms with the wider system.</li> <li>● Assessors advise people how to access information about quality and what to expect.</li> <li>● Commissioners do not fund new services or placements that have been identified as inadequate or failing to meet people’s needs. Where such services are already funded, they are reviewed and no further placements are made.</li> <li>● The importance of commissioning for social value is recognised and embedded into commissioning.</li> <li>● Services are commissioned for quality and improvement. The cost of quality is recognised.</li> </ul>
<p><b>National bodies</b> communicate consistent messages about what they mean by ‘quality’, what their quality priorities are, and how they can support providers and commissioners to maintain and improve quality.</p>	<ul style="list-style-type: none"> <li>● Definitions, measurement and data collection are aligned and shared wherever possible, and in a way that is accessible to people who use services, providers and commissioners.</li> <li>● Examples of high-quality care are celebrated, and swift action is taken to protect people from harm where care does not meet fundamental standards.</li> <li>● National bodies, including the Care Quality Commission (CQC), Social Care Institute for Excellence (SCIE), Association of Directors of Adult Social Services (ADASS), Local Government &amp; Social Care Ombudsman, Skills for Care, National Institute for Health and Care Excellence (NICE), Public Health England, NHS England, provider and commissioner representatives and others, work collaboratively to ensure quality outcomes for the public and for public protection.</li> <li>● National bodies ensure that they reduce duplication.</li> <li>● Providers and commissioners are supported to recruit good quality staff.</li> <li>● Regulators ensure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve.</li> <li>● Innovation is supported, including new models of care and technologies that can improve the quality and sustainability of care and support.</li> </ul>

# Seven steps to improve quality

These **seven steps\*** (figure 3) set out what all of us need to do together to maintain and improve the quality of care that people experience. Together with the **six priorities** that the signatories to this document have committed to (see page 9), everyone can help improve the quality of adult social care by adapting these seven steps to their care setting.

**FIGURE 3: SEVEN STEPS TO IMPROVE QUALITY**



1	<b>Setting clear direction and priorities</b> based on evidence including the views of people using services, their families, carers and staff
2	<b>Bringing clarity to quality</b> , setting standards for what high-quality care looks like across all health and care settings
3	<b>Measuring and publishing quality</b> , harnessing information to improve the quality of care through performance and quality reporting systems
4	<b>Recognising and rewarding quality</b> by celebrating and sharing good and outstanding care
5	<b>Maintaining and safeguarding quality</b> by working together to sustain good quality care, reduce risk and protect people from harm
6	<b>Building capability</b> by improving leadership, management, professional and institutional culture, skills and behaviours to assure quality and sustain improvement
7	<b>Staying ahead</b> , by developing research, innovation and planning to provide progressive, high-quality care

\*Based on work by the Health Foundation: *A Clear Road Ahead* (2016) this modified version was developed by the National Quality Board in their *Shared Commitment to Quality* (2016)

# Seven steps to improve quality

We have strong foundations to build on, but there is also much more for us to do if we are to close the gaps in the quality of care. Everyone involved in adult social care can play their part by following this seven-step quality

framework. These pages set out what is already happening nationally to support commissioners, providers and people who use services – and what we commit to doing next.

## Setting clear direction and priorities

1

### OUR STRONG FOUNDATION

**The Care Act 2014** aims to improve people's independence and wellbeing. It makes clear that local authorities must provide or arrange services that help to prevent people from developing needs for care and support, or that slows down their deterioration to delay ongoing care and support.

**The NHS Five Year Forward View** sets out a shared vision for the future of the NHS. It describes priorities for reducing unwarranted variation and enable more people to experience high-quality care. It also highlights the importance of engaging people in their own care and working with the wider community.

**Distinctive, Valued and Personal – Why social care matters** sets out the distinctive role and value of social care in the 21st century and highlights what needs to be done over the next five years to ensure services and systems are up to date, so they offer the right care and support, in the right place, at the right time.

**Social Value Act 2013** requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

### THE FUTURE

#### We will:

- Improve the profile of adult social care by publicising positive experiences, and by working effectively as a system to establish and communicate clear priorities and principles for quality in an integrated way.
- Work across the system to ensure that adult social care is recognised and actively considered in initiatives within the health and social care system. Sustainability and transformation plans will recognise the need to drive services in a collective and integrated way.
- Learn from successful strategies (such as the one for dementia – see page 20) and adopt these in our approach moving forward.

## Bringing clarity to quality

2

### OUR STRONG FOUNDATION

There are already clear standards for many areas of care: for example, through tools such as **NICE Quality Standards**, which define what high-quality care looks like; NICE Guidelines, which make evidence-based recommendations on a wide range of topics to improve the health and well-being of communities; and **CQC's key lines of enquiry (KLOEs) and characteristics** that directly relate to the five key questions – are services safe, effective, caring, responsive and well-led? These provide a baseline for good and outstanding care.

The TLAP **Driving up Quality in Adult Social Care initiative and Quality Map** clearly signposts quality initiatives and quality assurance principles across adult social care.

### THE FUTURE

#### We will:

- Establish a shared focus on areas for improvement in adult social care by helping to set and implement standards for what high-quality care looks like across all care settings.
- Commit to continually provide clarity and consistency by agreeing a shared view of quality and aligning our expectations.
- Describe clearly the role of different organisations within social care and how they work together.
- Support the use of NICE's quality standards and align efforts to encourage their use.

## Measuring and publishing quality

3

### OUR STRONG FOUNDATION

We already have many ways to measure quality and publish what it looks like. For example: NICE indicators measure outcomes that reflect the quality of care; CQC inspection reports and ratings that assess the quality of care from individual providers; and the **Adult Social Care Outcomes Framework** that considers how local commissioners contribute to quality.

### THE FUTURE

#### We will:

- Review the collection and use of data (quantitative and qualitative) across the system to identify opportunities to streamline collection and improve transparency.
- Use data to better support improvement.
- Explore the creation of a simplified data set, tailored appropriately for individual services, which helps to collect data and share it with regulators, commissioners, providers and the public.
- Establish an improved mechanism to collect and disseminate these agreed datasets.
- Focus on identifying and then measuring what matters most to people.

## Recognising and rewarding quality

4

### OUR STRONG FOUNDATION

There are initiatives in place to recognise and reward high-quality care:

- **Care Quality Commission** ratings recognise and reward high-quality care.
- **NICE quality standards** set out what high-quality care looks like.

### THE FUTURE

#### We will:

- Rate services to celebrate good and outstanding care.
- Ensure that our incentives provide better support for improvement and support safe, effective, caring and responsive care, delivered by well-led organisations that use resources sustainably.
- Learn from a variety of approaches taken by councils to embed 'outcome-based commissioning' in adult social care.
- Encourage local-level engagement, through forums such as the Quality Surveillance Groups (organised by NHS England), to help to commission services in a collaborative way across health and social care, ensuring that services are commissioned for quality and not to address discharge pressures.

## Maintaining and safeguarding quality

5

### OUR STRONG FOUNDATION

In adult social care, **Safeguarding Adults Boards** act to support people in vulnerable circumstances.

To support adults who use care homes, **Managing Care Home Closures** acts as a good practice guide for local authorities, clinical commissioning groups and national bodies.

The **Transforming Care** Board supports the provision of appropriate services to people with learning disabilities.

The **United Kingdom Homecare Association Code of practice** states the principles and values to which all members are required to commit.

### THE FUTURE

#### We will:

- Continually strive to gain the views of citizens and people who use services, as we believe this is essential to safeguard quality.
- Encourage the system to have a consistent approach to gaining feedback, concerns, and compliments.
- Communicate the difference that acting on feedback has made – both positive and negative – to reinforce why feedback is important.
- Help organisations understand what good looks like. We will support the duty of candour to give the public confidence that they can comment without retribution.
- Support CQC's more targeted, responsive and collaborative approach to regulation.
- Support commissioners not to fund new placements or services that are rated as inadequate or where there are justified safeguarding embargoes. Commissioners will identify quality concerns and avoid commissioning at speed.
- Highlight priorities for the sector that relate to the changes in demography and the make-up of society (recognising the changes in family structures) to aid effective planning.

## Building capability

6

### OUR STRONG FOUNDATION

Initiatives have been implemented to build capacity, and we can build on and align to previous work such as:

- Strategies to build capacity, such as Skills for Care's **Adult social care workforce recruitment and retention strategy** and **Capable, Confident, Skilled – A workforce development strategy for people working, supporting and caring in adult social care**.
- **Distinctive, Valued and Personal – Why social care matters**, which identifies a number of approaches to building capacity.

### THE FUTURE

#### We will:

- Listen to the views of social care staff to learn how we can better support them – individually and collectively.
- Work with Skills for Care to look at workforce initiatives to encourage more staff into the social care sector.
- Work with Health Education England to support changes in workforce and roles as organisations become further integrated across health and social care.
- Support the development of the quality of leaders and managers, especially in leading and developing frontline staff. This will include supporting active engagement in learning and development and effective appraisal processes.
- Recognise the skills and expertise of clinical leaders such as registered nurses.
- Look at how services are led, commissioned and funded, and what kind of job roles and career pathways should be designed to meet changing needs.
- Provide support and advice to commissioners on achieving quality improvement.
- Encourage collaboration in recruitment, recognising the local authority's responsibility for the whole social care workforce.

## Staying ahead

7

### OUR STRONG FOUNDATION

An infrastructure to stay ahead is being developed. Locally, **Vanguards** are leading the way in delivering new models of care, as described in the NHS Five Year Forward View, supporting improvement and integration of services and exploring the potential of new technologies.

Nationally, **NICE's Developmental Quality Statements** identify cutting-edge service delivery or technology, currently found in a minority of providers, which could indicate outstanding performance.

### THE FUTURE

#### We will:

- Listen to people's stories and share experiences to ensure that future services are designed in collaboration with people, their families and carers.
- Better support improvement by encouraging commissioners and providers to harness technology and digital innovation to support high-quality care and help people to live the life they want.
- Monitor developments and innovation in care so we are prepared for future changes.

# Bringing our single shared view of quality together



# Resources

## Background information:

ADASS: Distinctive, Valued, Personal – Why Social Care Matters – the next five years 2015–2020: [www.adass.org.uk/distinctive-valued-personal-why-social-care-matters/](http://www.adass.org.uk/distinctive-valued-personal-why-social-care-matters/)

NHS Five Year Forward View: Sets out a vision for a better NHS: [www.england.nhs.uk/ourwork/futurenhs/nhs-five-year-forward-view-web-version/5yfv-exec-sum/](http://www.england.nhs.uk/ourwork/futurenhs/nhs-five-year-forward-view-web-version/5yfv-exec-sum/)

Think Local Act Personal (TLAP) has developed a Quality Initiative Map, which pulls together existing policy frameworks around quality in adult social care, and Making it Real: Marking progress towards personalised, community based support: [www.thinklocalactpersonal.org.uk](http://www.thinklocalactpersonal.org.uk)

The Social Care Commitment: The adult social care sector's promise to provide people who need care and support with high-quality services: [www.thesocialcarecommitment.org.uk/](http://www.thesocialcarecommitment.org.uk/)

National Voices: Six principles for engaging people and communities. These 'six principles' set out the basis of good person-centred, community-focused health and care: [www.nationalvoices.org.uk/publications/our-publications/six-principles-engaging-people-and-communities](http://www.nationalvoices.org.uk/publications/our-publications/six-principles-engaging-people-and-communities)

United Kingdom Homecare Association (UKHCA) Code of Practice – Statement of Principles and Values to which all members are required to commit: [www.ukhca.co.uk/ukhccodeofpractice.aspx](http://www.ukhca.co.uk/ukhccodeofpractice.aspx)

## You can also find a wider range of resources at a number of other websites:

The Care Provider Alliance (CPA) brings together all the main representative bodies for independent adult social care providers. There are a number of publications and resources on their website at: [www.careproviders.org.uk/publications/](http://www.careproviders.org.uk/publications/)

National Market Development and Quality Forum: [www.thinklocalactpersonal.org.uk/Events/National-Market-Development-Forum/](http://www.thinklocalactpersonal.org.uk/Events/National-Market-Development-Forum/)

NICE evidence-based guidance and quality standard for social care providers and commissioners: [www.nice.org.uk/](http://www.nice.org.uk/)

Skills for Care – Aims to develop national standards, a qualification, and a workforce development strategy for the adult social care sector: [www.skillsforcare.org.uk/Home.aspx](http://www.skillsforcare.org.uk/Home.aspx)

SCIE – A resource of good practice and knowledge aimed at improving social care services, with a focus on the central role of people who use services: [www.scie.org.uk/](http://www.scie.org.uk/)

Voluntary Organisations Disability Group – The VODG Social Value Toolkit promotes increased cooperation between social care commissioners and providers: [www.vodg.org.uk/publications/social-value-toolkit/](http://www.vodg.org.uk/publications/social-value-toolkit/)

## Other resources of interest:

Department of Health: Integrated Care – Our Shared Commitment:  
[www.gov.uk/government/publications/integrated-care](http://www.gov.uk/government/publications/integrated-care)

Department of Health: Dementia Strategy:  
[www.gov.uk/government/publications/living-well-with-dementia-a-national-dementia-strategy](http://www.gov.uk/government/publications/living-well-with-dementia-a-national-dementia-strategy)

Realising the Value: New approaches to value in health and care:  
[www.health.org.uk/publication/new-approaches-value-health-and-care](http://www.health.org.uk/publication/new-approaches-value-health-and-care)

TLAP: Engaging and Empowering Communities:  
[thinklocalactpersonal.org.uk/Latest/Engaging-and-Empowering-Communities-a-shared-commitment-and-call-to-action/](http://thinklocalactpersonal.org.uk/Latest/Engaging-and-Empowering-Communities-a-shared-commitment-and-call-to-action/)

## References in this document:

1. IFG, GHK and Skills for Care, *The economic value of the adult social care sector in England*, 2013
2. Skills for Care, *The state of the adult social care sector workforce in England*, 2016
3. SCIE, *Integration 2020: Scoping research, report for Department of Health*, 2016



## Quality matters has been jointly developed by:

- Association of Directors of Adult Social Services
- Care and Support Alliance
- Care Provider Alliance
- Carers UK
- Care Quality Commission
- Department of Health
- Healthwatch England
- Learning Disability England
- Local Government Association
- Local Government & Social Care Ombudsman
- National Care Association
- National Care Forum
- National Dignity Council
- National Voices
- NHS Clinical Commissioners
- NHS England
- NICE
- Registered Nursing Home Association
- Skills for Care
- Social Care Institute for Excellence
- Think Local Act Personal
- United Kingdom Homecare Association
- Voluntary Organisations Disability Group

## It is also endorsed by:

- Agincare
- Anchor
- ARC England
- Association of Mental Health Providers
- British Association of Social Workers
- Bupa
- Care England
- Care UK
- Chartered Society of Physiotherapy
- Disability Rights UK
- Independent Age
- Health and Care Professions Council
- MacIntyre
- Millfield Lodge Care Home
- National Quality Board
- NHS Confederation
- NHS Digital
- NHS Improvement
- NHS Providers
- Royal College of Nursing
- seAp advocacy
- Shared Lives Plus
- Volunteering Matters

**Join the conversation: #Qualitymatters**

## What people told us they wanted



Artwork: The artwork in this document is by Pen Mendonca [www.penmendonca.com](http://www.penmendonca.com)

**For more information, go to:  
[www.gov.uk/government/publications/  
adult-social-care-quality-matters](http://www.gov.uk/government/publications/adult-social-care-quality-matters)**