



Quality matters summary action plan: our priorities to improve quality

First edition – July 2017

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 over time we may need to shift our focus as new priorities emerge.

As we embark on this journey, we will begin by focusing on six priorities. 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.

This action plan summarises, for each of our priorities:

- What this priority means in practice
- Who is responsible for making it happen
- Where we will focus in the first year.

This is just the starting point. Everything we do will be consistent with the shared commitment to quality we made in *Quality matters*. This means we will build on our shared view of quality and our shared seven-step framework for improving quality. We will work together in a way that reflects our principles. And we will continue to engage widely and co-produce solutions with everyone who has a stake in the quality of adult social care. This will allow us to refine and improve our plans over time.

This means that this summary action plan is a 'first edition'. As it develops we will publish updated versions so everyone can see how we are working to translate the ambition of *Quality matters* into real action. Only by doing that will we achieve what we said we wanted 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 consistently 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.

1. Acting on feedback, concerns and compliments

What this means	Coordinator	Support
<ul style="list-style-type: none"> • 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. • 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. 	Healthwatch England Local Government & Social Care Ombudsman	Carers UK CPA CQC ADASS LGA seAp
What we will achieve in year one		
<p>Together we will:</p> <ul style="list-style-type: none"> • Co-produce a single complaints statement with representatives from across the social care sector, including care providers and commissioners, to clarify the roles of complaints handling bodies and ensure that people who use services receive consistent and clear signposting, wherever they enter the system. • Strengthen the culture across the social care sector to look more positively on complaints and feedback, leading to improvements in practice. This should be backed up with data to help deal with complaints. This will see greater emphasis on talking more openly about when things have gone wrong, highlighting to others across the sector the lessons that have been learnt and outlining to the public where things have improved as a result. • Work with local organisations, care providers and their staff, and people who use services to improve people’s experiences of raising concerns and complaints. For example, we will design a toolkit to support local Healthwatch to work with providers and commissioners. 		

2. Measuring, collecting and using data more effectively

What this means	Coordinator	Support
<ul style="list-style-type: none"> Review quantitative and qualitative data across the system and develop a common approach to measuring key quality metrics, which are linked to outcomes, to make sure they are used consistently. Collect and share the common metrics among commissioners, regulators and providers as suitable and proportionate. Where possible, use existing quality measures, as significant work has already been carried out to identify measures that can support and drive quality improvement in social care settings. This has included significant engagement with stakeholders, including service providers and people who use services. Agree and make available suitable and relevant information for the needs of the public. Continue to support the development of knowledge, skills and confidence of the social care workforce in all aspects of digital working, learning and information sharing. 	CQC Skills for Care	Healthwatch CPA SCIE NICE LGA ADASS
What we will achieve in year one		
<p>Together we will:</p> <ul style="list-style-type: none"> Identify the capacity and capability needs of providers and the sector to transform their use of information and data in adult social care. Build on the work that is being led by the National Information Board. Promote the appropriate sharing of information across organisations that use adult social care data, to drive the development and improvement of care and stimulate the market. Identify and agree common quality measures for adult social care that can be shared. Identify the quantitative and qualitative information currently collected and agree core data requirements of all stakeholders. Healthwatch will share their report to provide an overview of what local Healthwatch have heard from people about their experiences of care homes. 		

3. Commissioning for better outcomes

What this means	Coordinator	Support
<ul style="list-style-type: none"> Identify opportunities and risks from this approach and embed in commissioning practice. Don't commission new services that are failing. Review guidelines for quality in commissioning and ensure these are co-produced. Explore how information about people's experience of care can be used to improve the commissioning process. 	LGA	Healthwatch England TLAP Skills for Care ADASS SCIE NICE CPA
<h4>What we will achieve in year one</h4>		
<p>Together we will:</p> <ul style="list-style-type: none"> Work with national partners to update and refresh the Commissioning for Better Outcomes roadmap. This will support and promote good practice in commissioning across health and social care and build on the original framework, which was launched in 2015. Promote nationally, regionally and locally the value of co-production, and improved, more open conversations between people who use services, commissioners and providers when designing, developing and commissioning services, including micro and non-regulated services. Identify and share best practice and emerging evidence on the outcomes of people commissioning their own support, including when people come together to collectively commission. Bring together people who use services and carers, providers and commissioners to establish common ground and create the conditions for developing better conversations about personalised asset-based care and support. Support commissioners to: <ul style="list-style-type: none"> Focus on ensuring the market is viable and sustainable and of good enough quality in the short term Develop a vibrant market that achieves the outcomes people want in the longer term Enable providers to deliver quality services through providing good terms, conditions and support for their staff Not commission new services with providers rated as inadequate Develop their knowledge and skills in workforce commissioning and workforce market shaping 		

- Be given the opportunity to undertake commissioning qualifications such as ‘commissioning for wellbeing’
- Have access to an adult social care commissioning resource, based on NICE guidance and quality standards.

4. Better support for improvement

What this means

- Review sector-level improvement initiatives to support all organisations to develop an approach for ongoing improvement.
- Describe clearly the role of national organisations within social care and how they work together to encourage improvement.

Coordinator

Skills for Care
SCIE

Support

NDC
TLAP
LGA
NICE
CPA

What we will achieve in year one

Together we will:

- Promote and share best practice.
- Promote greater workforce integration and ensure that organisations know how to do workforce commissioning/planning.
- Publish additional quality standards and quick guides to support improvement in specific aspects of care and support.
- Promote good and innovative person-centred practice nationally and regionally, ensuring that the perspective of people who use services and carers is fully represented.
- Support sustainable, high-quality services through the further development of our resource hubs, focused on supporting improvement and personalisation.
- Support local leaders to develop effective leadership to integrate and devolve local care and health by 2020.

- Work together to support and sustain high-quality services through enhanced co-production with the independent and voluntary adult social care sector and health sector, including supporting local care associations.
- Offer support to front line staff on transforming their commitment to dignity in practice to outstanding quality in practice.
- Support the continuing development of registered managers and regulated professions.

5. Shared focus areas for improvement

What this means

- 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.

Coordinator

Skills for Care
NICE

Support

CPA
CQC
SCIE

What we will achieve in year one

Together we will:

- Encourage Sustainability and Transformation Plans (STPs) to take an integrated approach across health and social care, and develop an integrated practical support offer to STPs.
- Continue to develop standards for what high-quality care looks like across all care settings.
- Work together at a regional and local level (through Skills for Care's registered managers networks and other networks) to support the uptake of NICE guidance, NICE quality standards and Skills for Care's workforce resources. There will be a particular emphasis on those that promote joint working between adult social care and health.
- Work with the NHS England New Care Models team to support the spread of good practice and use of NICE guidance and quality standards'
- Support the use of Skills for Care's workforce resources, from Enhanced Health in Care Homes (EHCH) vanguards to non-vanguard care homes.
- Update the Care Improvement Works website in line with the new CQC key lines of enquiry, new standards and other resources added, and support

providers to use the website.

- Promote and share innovation that supports improvement across all aspects of social care support.

6. Improving the profile of adult social care

What this means	Coordinator	Support
<ul style="list-style-type: none"> • 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. • Attract even more talented people to a career in adult social care. 	ADASS LGA	Skills for Care NDC Carers UK CPA VODG Healthwatch England
What we will achieve in year one		
<p>Together we will:</p> <ul style="list-style-type: none"> • Nurture and incubate the social movement for social care. We will agree and disseminate objectives and ways of moving forward, setting up an association as an independent vehicle for collaboration, potential branding and materials. • Build on the ‘I Care Ambassador’ initiative, which promotes a positive image of social care careers, and develop in partnership with Health Education England and other health partners, a ‘Health and Social Care Ambassador Service’ to attract new people to work in the sector. Support and upskill employers, with current resources, bespoke support, and the development of new materials, to develop and implement a holistic approach to values and behaviours-based recruitment and retention, and to use more diverse ways to attract ‘non-traditional’ pools of talent. 		

List of organisations

Association of Directors of Adult Social Services (ADASS)

ADASS is a charity that aims to further the interests of people in need of social care in England by promoting high standards of social care services and influencing the development of social care legislation and policy. The membership is drawn from serving directors of adult social care employed by local authorities. Associate members are past directors and wider membership includes deputy and assistant directors.

Care and Support Alliance (CSA)

The Alliance represents over 80 of Britain's leading charities campaigning alongside the millions of older people, disabled people and their carers who deserve decent care.

Care Provider Alliance (CPA)

The CPA brings together all the main representative bodies for independent adult social care providers, coming together to ensure a coordinated response to the major issues that affect the sector. The Alliance is an informal body with a rotating chair and meets regularly with CQC and with commissioners, represented by ADASS and LGA. The 11 national professional associations which make up the CPA represent all types of provider organisations that deliver care and support to over 1,185,000 people in England who use residential, home-based and community services.

Carers UK

Carers UK is the national membership charity for carers. It acts as both a supportive community and as a movement for change. Carers UK seeks to make life better for carers by:

- giving expert advice, information and support
- connecting carers
- campaigning for lasting change
- innovating to find new ways to reach and support carers.

Care Quality Commission (CQC)

CQC is the independent regulator of health and adult social care in England. It makes sure that health and social care services provide people with safe, effective, compassionate, high-quality care and encourages care services to improve. CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and publishes what it finds, including performance ratings to help people choose care.

Department of Health (DH)

The Department of Health helps people to live better for longer. We lead, shape and fund health and care in England, making sure people have the support, care and treatment they need, with the compassion, respect and dignity they deserve.

Healthwatch England

Healthwatch England is the national consumer champion in health and care, with significant statutory powers to ensure the voice of the consumer is strengthened and heard by those who commission, deliver and regulate health and care services. Every local authority area across England has a local Healthwatch and Healthwatch England is the national body.

Learning Disability England (LDE)

LDE is a membership organisation bringing together people with learning disabilities, families, professionals and organisations, working together to achieve more.

Local Government Association (LGA)

The LGA is a politically led, cross party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government. It aims to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems. It is a membership organisation with over 400 members, including English and Welsh Councils, fire authorities, national parks and Parish/Town Councils.

Local Government and Social Care Ombudsman (LGSCO)

The LGSCO is the final stage for complaints about councils and some other organisations providing local public services. The LGSCO also looks at complaints about adult social care providers, such as care homes and home care providers. Investigations into complaints are free, fair and independent.

National Care Association (NCA)

The National Care Association is a membership organisation for the independent care sector. Representing small and medium sized care providers and affiliated local associations, they liaise with national and local Government, and key stakeholder groups including the NHS and CQC. On a practical level the National Care Association also provides online services, toolkits, advice and information.

National Care Forum (NCF)

NCF is a membership organisation promoting quality care through the not-for-profit sector. It provides opportunities for members to connect with each other, the wider health and care sector, and across national and international boundaries. NCF works to support growth in the not-for-profit health and social care sector to ensure that it expands its ability to make a valuable and timely contribution to the provision of regulated care and support.

National Dignity Council (NDC)

The NDC exists to shape and influence the work of the Dignity in Care campaign, and also campaigns for, and supports, Dignity Champions. The Dignity in care campaign's core values are about having dignity in our hearts and minds and actions, changing the culture of care services and placing a greater emphasis on improving the quality of care and the experience of people using services, including NHS hospitals, community services, care homes and home support services.

National Institute for Health and Care Excellence (NICE)

NICE's role is to improve outcomes for people using the NHS and other public health and social care services by:

- producing evidence based guidance and advice for health, public health and social care practitioners
- developing quality standards and performance metrics for those providing and commissioning services
- providing a range of information services for commissioners, practitioners and managers across the spectrum of health and social care.

National Voices

National Voices is a coalition of charities that stands for people being in control of their health and care. Its mission is person-centred care: people having as much control and influence as possible over decisions that affect their own health and care – as patients, carers and members of communities. National Voices has expertise in what matters to people relating to health and care, how to involve people, and how to work with the Voluntary Community and Social Enterprise sector.

NHS Clinical Commissioners (NHSCC)

NHSCC is the membership organisation of clinical commissioning groups, whose job is to help people get the best healthcare and health outcomes for communities and patients. NHSCC provide Clinical Commissioning Groups (CCGs) with a collective voice and represent them in the national debate on the future of healthcare in England.

NHS England (NHSE)

NHS England leads the National Health Service in England, setting the priorities and direction of the NHS and encouraging and informing national debate to improve health and care. NHS England funds and holds organisations to account for spending money effectively for patients and efficiently for the tax payer, and commissions healthcare services in England.

Registered Nursing Home Association (RNHA)

The RNHA is a membership organisation and campaigns for high standards in nursing home care. The RNHA strives to influence policy at a national level, and is a source of information and expertise about the nursing home sector for both its members and the public.

Skills for Care (SfC)

Skills for Care helps to create a better led, skilled and valued adult social care workforce. They provide practical tools and support to help adult social care organisations in England recruit, develop and lead their workforce. They work with employers and related services to ensure dignity and respect are at the heart of service delivery. As the home of the National Skills Academy for Social Care, their work spans from entry level right through to those in senior leadership and management roles.

Social Care Institute for Excellence (SCIE)

SCIE improves the lives of people who use care services by sharing knowledge about what works. SCIE is a leading improvement support agency and an independent charity working with adults', families' and children's care and support services across the UK, as well as also working closely with related services such as health care and housing. SCIE bids for funding from the Department of Health and other agencies, and uses this funding to develop a range of freely available resources to help improve the knowledge, skills and practice of care staff and commissioners. SCIE also provides a range of paid-for services including training, consultancy, research and product development.

Support Empower Advocate Promote (seAp)

seAp is a charity that provides free, independent and confidential advocacy services, mainly in the south of England. Independent advocacy services support people, especially those who are in the most vulnerable circumstances in society, to have their voice heard, access their rights and have more control over their lives.

Think Local Act Personal (TLAP)

A national partnership of more than 50 organisations committed to transforming health and care through personalisation and community based support. The partnership spans central and local government, the NHS, the provider sector, people with care and support needs, carers and family members.

United Kingdom Homecare Association (UKHCA)

UKHCA is the professional association of home care providers from the independent, voluntary, not-for-profit and statutory sectors. UKHCA helps organisations that provide social care (sometime known as domiciliary care or homecare) which may include nursing services, to people in their own homes, promoting high standards of care and providing representation with national and regional policy makers and regulators. It represents over two thousand members across the UK.

Voluntary Organisations Disability Group (VODG)

VODG brings together the skills, experience and knowledge of member organisations to share learning, challenge barriers, influence policy and promote good practice. Members support people of all ages with a wide range of physical, sensory and cognitive impairments or mental health needs, with a shared vision of a world where disabled people have full choice and control over their lives.

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