

## **WESTERN SERVICES**

# SERVICE QUALITY REPORT

# JANUARY 2016 – DECEMBER 2016

Quality Report Jan-Dec16

#### Introduction

This report brings together a number of feedback and data analysis mechanisms which have historically been treated separately. The aim is to produce an overall picture of the feedback from stakeholders on the quality of service delivery. It will outline the delivery and analysis of service user feedback and any areas for improvement and actions taken as a result. It will also cover any feedback and recommendations received from quality inspections and actions taken to address these.

The areas covered in this report are:

- 1. CSE Report
- 2. RQIA Inspection Report

- 3. Outcome Star Analysis
- **4.** Customer Service Standards Analysis
- 5. Improvement Tracker

- 6. Complaints
- 7. Monitoring Visits
- **8.** Commissioning Stakeholder Survey

### 1. CSE Report

The CSE assessment was carried out in February 2016, it was a very positive assessment with great feedback from Commissioners, Service Users and partners. All elements fully compliant, with no partial compliance awarded.

There were a few suggested areas for improvement. The following outlines the areas and actions taken to improve:

- Performance under target: standards; 1. monitoring visits and 2. senior staff visiting service user within 3 days.
  - Senior member of staff appointed, performance improving in both areas. Monitoring visits have increased from 47% in 2015 to 93% in period 2 of 2016. Senior Staff member visiting service user within 3 working days has increased from 62% in 2015 to 79% in 2016.
- External Benchmarking
  - Senior Business Improvement Manager has met with Audrey Allen from Action Mental Health and plans are in place to benchmark performance against standards. Other possible areas of benchmarking were discussed and will be taken further at future meetings.
- Customer Service Standards Review
  - The Customer Service Standards have been reviewed annually as usual, but there are plans in place to undertake a full review of the Standards to include the Belfast Trust Domiciliary Care Service who are considering undertaking CSE accreditation.

- Staff Survey
  - Analysis of Survey completed and breakdown across the Group disseminated.
- Service User's understanding of information received
  - After a meeting took place to discuss this recommendation, it was decided not to pursue this action.
- Privacy Notice
  - This has been adjusted in consultation with the Senior Business Improvement Officer responsible for co-ordinating Data Protection procedures across the Group.

## 2. RQIA Inspection Report

RQIA inspection took place on 16<sup>th</sup> May 2016 unannounced. The inspection sought to assess progress with any issues raised during and since the previous inspection and to determine if the agency was delivering safe effective and compassionate care, and if the service was well led.

On the day of inspection the agency was found to be delivering safe care, effective care and compassionate care. On the day of the inspection, the agency was found to have been well led. The management had supportive structures to guide staff. Staff working within the agency had a clear understanding of their roles and responsibilities within the management structure, and had confidence in the lines of accountability. However, there was 2 recommendations for improvement made.

- 1. It was recommended that the registered person monitors the quality of services, and completes a monthly monitoring report in accordance with minimum standards.
- 2. It was also recommended that an annual quality report is completed containing the views of service users, their representatives, staff and service commissioners. A summary of the annual report should be shared with service users and their representatives.

Actions taken: Bryson Care's responsible person now ensures that monthly quality monitoring reports of services are completed in compliance with standard 8.11. Bryson Care's responsible person ensures the completion of the annual quality review reports and a summary of these are shared with service users and their representatives.

#### 3. Outcome Star Analysis

The following outcome star results are for the periods January – June 2016 and July – December 2016. Sampling is used in the surveying of service users. A third of service users are surveyed every 6 months to gauge their satisfaction with the quality of service. In an 18 month period, all service users have been given the opportunity to complete an Outcomes Star Survey. The Outcome Star analysis measures a number of the Customer Services Standards.

60 Stars were distributed in January, with 31 returns – 52% return rate, similar to other surveys.

Using an Outcome Star the service user is asked to rate their satisfaction with 10 questions relating to the quality of service delivery. Table 1 shows the questions and the percentage results attained in each question. The rating scale is 1 - 6 with a benchmark target set of 100%: 4 & Above for all questions. Where the results fall below the benchmark, the Service Manager is required to contact the service user concerned and explore further what the issue might be behind the lower score and take action where appropriate.

		My Care								
		Worker				Contact				
		treats me	My Care Worker			information	My Care worker		The Care Service I	
Questions	My Care Worker treats	fairly and	listens to me and	My Care Worker is	I am encouraged	is clear and	carries out the	The information I	receive is a	How satisfied
	me with dignity and	doesn't	follows up on what I	open and honest	to do things for	easily	tasks agreed and	receive is easy to	confidential	are you with the
	respect	judge me	have to say	and professional	myself	accessed	on time	understand	service	service overall
Result %	97%	97%	97%	97%	94%	94%	100%	97%	100%	100%

Table 2 below shows what the ratings 1 - 6 refer to and the percentage breakdown of each result area. The results of the survey are based on the answered questions. 92.6% of the survey is made up of Very Good and Excellent responses (80.5% Excellent).

R	ating	Number	Percentage
of total	No Answer	7	2.19%
1	Unacceptable		
2	Poor	2	0.6%
3	Satisfactory	7	2.2%
4	Good	14	4.5%
5	Very Good	38	12.1%
6	Excellent	252	80.5%

		Treated		Open &				Info easy to	Service	Overall
Date Rec'd	D & R	Fairly	Listens	Honest		Info Clear	Agreed tasks	understand	Confidential	Satisfaction
09.06.2016	5	5		6	5					5
09.06.2016	5	5	5	6	5	5	5	5	5	5
09.06.2016	6	5	6	6	5		6	5	6	6
08.06.2016	6	6	6	6	6	6	6	6	6	6
12.06.2016	6	6	6	6	6	6	6	6	6	6
16.06.2016	6	6	3	3	3	6	4	6	6	6
16.06.2016	6	6	6	6	6	6	6	6	6	6
16.06.2016	6	6	6	6	6	6	6	6	6	
16.06.2016	6	6	6	6	6	6	6	6	6	6
16.06.2016	6	6	6	6	6	6	5	6	6	5
23.05.2016	6	6	6	6	6	6	6	6	6	6
06.06.2016	6	6	6	6	6	6	6	6	6	6
06.06.2016	6	6	6	5	6	3	6	4	6	6
06.06.2016	6	6	6	6	6	6	5		6	5
06.06.2016	6	6	6	6	4	4	6	4	4	6
06.06.2016	6	6	6	6	6	6	6	6	6	6
23.05.2016	6	6	6	6	6	4	5		6	5
06.06.2016	6	6	6	5	4	6	6	6	6	6
20.05.2016	6	6	6	6	6	6	6	6	6	6
24.05.2016	6	6	6	6	6	6	6	6	6	6
24.05.2016	6	6	6	6					6	5
27.05.2016	6	6	6	6	6	6	6	6	6	6
27.05.2016	6	6	6	6	6	6	6	6	6	6
27.05.2016	6	5	5	5	4	4	6	4	4	5
27.05.2016	6	6	6	6	6	6	6	6	6	6
27.05.2016	6	6	6	6	6	6	6	6	6	
16.06.2016	3	3	5	5	2	2	6	3	4	4
16.06.2016	6	6	6	6	6	6	6	6	6	6
16.06.2016	6	6	6	6	6	6	6	6	6	6
16.06.2016	6	6	6	6	6	6	6	6	6	6
16.06.2016	6	6	6	6	6	6	6	6	6	6

Table 3 below shows the actual results of the Outcome Star Survey January – June 2016 (blank cells refer to questions not answered).

Table 4 below shows the results for July – December 2016

75 Outcome Stars were distributed, 27 were returned – 36% return rate, a significant drop from other surveys; return rate normally sits around 50% or above. The star has been revised and a new questionnaire has been devised to pilot in February 2017. This will include questions about the quality of service, but also attempts to assess the difference the service makes to the service user and their family. Feedback will be sought from service users on the new method of consulting with them.

		My Care								
		Worker	My Care Worker			Contact				
		treats me	listens to me			information	My Care worker		The Care Service I	
	My Care Worker treats	fairly and	and follows up	My Care Worker is	I am encouraged	is clear and	carries out the	The information I	receive is a	How satisfied
	me with dignity and	doesn't	on what I have	open and honest	to do things for	easily	tasks agreed and	receive is easy to	confidential	are you with the
	respect	judge me	to say	and professional	myself	accessed	on time	understand	service	service overall
% Good & Above	100%	100%	100%	100%	96%	96%	100%	96%	96%	100%

Overall the above table 4 shows better results than the previous 6 months, albeit that it is based on a little fewer respondents.

Table 5 below shows a breakdown of Satisfaction across the survey for July – December 2016

Ra	iting	Number	Percentage
	No Answer	1	0.37%
1	Unacceptable		
2	Poor		
3	Satisfactory	4	1.48%
4	Good	1	0.37%
5	Very Good	10	3.70%
6	Excellent	254	94.07%

98% of results show a response of Very Good or Excellence (94% Excellent).

Pate Paulu	5.05	Treated	Liotono	Open & Honest	Encouronad		A	Info easy to understand	Service Confidential	Overall Satisfaction
Date Rec'd	D & R	Fairly	Listens		Encouraged		Agreed tasks			
21.11.2016	6	6	6	6	6	6	6	6	6	6
10.11.2016	6	6	6	6	6	6	6	6	6	6
07.11.2016	6	6	6	6	6	6	6	6	6	6
07.11.2016	6	6	6	6	6	6	6	6	6	6
07.11.2016	6	6	6	5	5	6	6	5	6	6
10.11.2016	6	6	6	6	6	6	6	6	6	6
10.11.2016	6	6	6	6	6	6	6	6	6	6
10.11.2016	6	6	6	6	6	6	6	6	6	6
10.11.2016	6	6	6	6	6	6	6	6	6	6
10.11.2016	6	6	6	6	6		6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
13.10.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	5
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	5	5	5	5	3	3	5	3	3	4
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
17.11.2016	6	6	6	6	6	6	6	6	6	6
07.11.2016	6	6	6	6	6	6	6	6	6	6
09.11.2016	6	6	6	6	5	6	6	6	6	6
10.11.2016	6	6	6	6	6	6	6	6	6	6

Table 6 below shows the actual breakdown of results for the Outcome Star July – December 2016, (blank cells show questions not answered).

## 4. Customer Standards Analysis

Green = On target Amber = In progress or Ongoing Improvement Red = Target Missed

Standard	% Target	Achieved July – Dec 2015	Achieved Jan – June 2016	Achieved July – Dec 2016	Reason for % Difference	Action to Improve	Comments on Target/Trend
<b>1a</b> Referral responded to within a day	100%	100%	100%	100%			On target
<b>1b</b> Welcome letter within 3 days	100%	100%	100%	100%			On target
<b>1c</b> Senior staff will visit within 3 days	75%	62% (target was 50%)	79%	78%		Senior Care Workers appointed.	Target increased from 50% to 75%
<b>1d</b> Information folder received	100%	100%	100%	100%			On target
<b>2</b> Care Worker showing Identity Card	100%	87%	100%	100%			On target
<b>3</b> Care Worker is:							
a professional	100%	87%	97%	100%	Just under target in period	To be followed up by the	Target increased.
<b>b</b> open and honest		87%	97%	100%	1; 3 people scored below	Service Manager.	Method of analysis
<b>c</b> listens		85%	97%	100%	the benchmark but	-	was reviewed.
<b>d</b> fair and non- judgemental		85%	97%	100%	increased from previous period. In the second period one person scored		Increasing trend, has achieved above target.
e treats you with dignity & respect		87%	97%	100%	below the benchmark on 4 questions.		
<b>f</b> maintain confidentiality		85%	100%	96%	1		

<b>4</b> Care worker arrives on arranged days and carries out agreed tasks	100%	100%	100%	100%		On target
5 Continuity of care	100%	100%	100%	100%		Target increased to 100%, 3 sets of data show a consistent achievement of 100%.
<b>6</b> Information folder signed	100%	100%	100%	100%		On target
<b>7</b> Informs you first if reporting concerns	100%	100%	100%	100%		On target
8 Care worker informs you when taking annual leave	100%	100%	100%	100%		On target
<b>9</b> Organisation is fair in their dealings with you	100%	100%	96%	100%	Slight dip experienced i 1 <sup>st</sup> analysis, but up again in 2 <sup>nd</sup> set.	
<b>10</b> Meeting Quality Standards	100%	100%	100%	100%		On target
<b>11</b> Letters responded to within 3 working days	100%	100%	100%	100%		On target
12 Telephone enquiries	100%	100%	100%	<b>100%</b>		On target

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responded to same day							
<b>13</b> Out of Hours contact details in SU Agreement	100%	100%	100%	100%			On target
<b>14</b> Visits to office spoken to within 10 minutes	100%	100%	100%	100%			On target
<b>15</b> Email response within 24 hours	100%	100%	100%	100%			On target
<b>16</b> Monitoring Visit annually	100%	47%	73%	93%	Still slightly below the target of 100% but vastly improved over the last 18 months	New staff member will bring the achievement up to 100% in next period of analysis.	Increasing results
17 Concerns and issues passed to relevant professional	100%	100%	100%	100%			On target
<b>18</b> Each care worker receives formal/informal supervision	100%	100%	100%	100%			On target
<b>19</b> Survey processed (33%)	100%	100%	100%	100%		Changing method of survey. Will hopefully increase return rate.	On target for distribution. Returns down slightly

## 5. Improvement Tracker

The following tracker was introduced in 2016 to assist the gathering of ongoing information on areas that have been introduced/ improved/changed.

Area	Source / Suggestion	Actions / Outcome	Date
Bryson CareWest Induction	WS Staff:	Annual review of document	27/01/2015
Home Care Referral Form	Trust/Brokerage	New process for Referral	27/01/2015
Monitoring Visit Form	WS Staff:	Annual Review/SU Complaints Awareness.	27/01/2015
Service User Information Pack	WS Staff:	New Book Format	27/01/2015
Service User Monitoring Visits	WS Staff:	Questions Amended	27/01/2015
S U Agreement - Privacy Notice	Bryson Staff:	Extended Data Protection Statement	01/02/2015
Letter to service user (re Smoking in Home)	WS Staff (Focus Group)	Reduction by SU during care calls	27/02/2015
Letter for Key Safes/Codes	WS Staff (Focus Group)	Minimal Uptake to Date	27/02/2015
Balanced Score Card (BSC)	Director: review as part of strategtic review	Review and adjust for new year if needed	27/03/2015
Supervision Meeting	WS Staff	Changing Structure for Formal Supervision	27/03/2015
Staff Meetings	Reduce Frequency	Better Attendance	27/04/2015
Updating Website	I.T. Officer	Overhaul of Information	27/07/2015
Staff Handbook	Staff: Get the handbook binded to make it more durable	Staff handbook binded	27/07/2015
Blue Folders - Data Protection	WS Staff:	Folder in Weekly Use by Care Staff	27/07/2015
Standards - Reviewed	WS Staff:	Annual Review	27/08/2015
Torches - Staff	Staff: need tourches as during winter it can get very dark	Staff provided with tourches	26/11/2015
Outcome Star Review Date	WS Staff:	Date Amended	27/01/2016
Outcome Star Analysis	WS Staff	Generating Report for CSE inspection	27/01/2016
Monitoring Visit	WS Staff:	Adition of Group Privacy Notice	27/01/2016
Standards 5, 7, 9, Target Increased to 100%	WS Staff	Ensure Target Met/Maintained	27/02/2016
Employment of Senior Support Worker	WS Director	In Post from 01/08/2016	27/07/2016
Accident Report Form	H&S Committee	Implemented Within Business Unit	27/07/2016
Quality reports	CW Senior Staff + BIU: make into a summary report	Reporting moved into one summarry document (standards, issues, complaints)	27/07/2016
Complaints Leaflet	WS Staff: Ongoing Review	Reviewed at least once per year	`
Corporate Induction	WS Staff: Ongoing Review	Reviewed at least once per year	`
Customer Service Standards	WS Staff: Ongoing Review	Reviewed at least once per year	`
Outcomes Star Analysis	WS Staff: Ongoing Review	Reviewed at least once per year	`

## 6. Complaints

As part of the review of the Complaints Policy and supporting processes, PwC carried out an audit on the policy and its implementation as part of an ongoing assessment of risk across selected corporate policies. As part of this review it was recommended that Bryson Care Western Services deal with Expressions of Dissatisfaction as Complaints for internal recording purposes. Expressions of Dissatisfaction were raised when a service user did not want to use the formal complaints procedure but did want to raise an issue. An investigation into the matter was still carried out. This has now become part of a full internal review of the Complaints Policy that is being carried out by the Business Improvement Unit, involving representatives from all Group Companies. The action plan, approved by the Audit & Risk Committee in December 2016, is now in implementation.

The following table shows a breakdown of recorded complaints in 2016, transferred from Expressions of Dissatisfaction.

Person (s) Dealing with Complaints	Liz Logan & Allison Campbell							
Time period	March – October 2016							
Number of Complaints	8							
Number of Complaints	7							
Upheld								
Nature of complaints	<ol> <li>2 complaints related to care workers arriving late even though no change had been made to the rota. (Upheld)</li> <li>3 complaints related to service users requesting a change to the care worker claiming personality clash, abruptness,</li> </ol>							
	wanting a more mature approach. (Upheld)							
	<ol> <li>1 complaint related to a change in carers, new faces arriving and not being informed which affected the continuity of care.</li> </ol>							
	<ol> <li>1 complaint related to quality of care received due to the care worker rushing and only staying for 10 minutes to administer care. (Upheld)</li> </ol>							
	5. 1 complaint related to a carer being accused of stealing items out of the service user home by the service user. (Not upheld, fully investigated with family who dismissed the claim).							
Outcome and Corrective Action	<ol> <li>Time of call reinforced with staff and explanation of lateness was explained to service users / family which in both cases were accepted.</li> </ol>							
(outcomes & actions	2. In all cases the carers were changed immediately to reflect the needs of the service user.							
correlate with the above complaints)	3. Explanation provided that changes in staff were a result of an influx in leavers and new staff were naturally required. The service user / family were reassured that the continuity of care would be reinstalled a.s.a.p. The Senior Manager reinforced that any more changes to the rota would be communicated to prevent future concerns.							
	<ol> <li>Carer was changed immediately and the service user was informed by telephone and was happy with the action.</li> <li>N/A</li> </ol>							
Resolved at Stage 1	All complaints that were upheld were resolved at stage 1.							

### 7. Monitoring Visits

A senior Care Worker was recruited in August 2016 to assist with monitoring visits. Monitoring visits have increased from 47% in 2015 to 93% in period 2 of 2016. Target is vastly improved within the last 18 month period.

In any six month period, approximately 120 service users would be visited for monitoring. The feedback from service users is very positive. Some of the things requested are unfortunately out of the control of the service, such as time change, but where this can be accommodated, it is. Some comments that are received, "girls are very caring", "the same care worker calling each time is very much appreciated" (continuity of care is a specific goal we try to meet as part of our customer service standards).

### 9. Stakeholder Feedback

Bryson Care Western Services (WS) scored top marks in every area with some very positive feedback, see below:

Stakeholder Results 2016 (Care WS)							
Question	Results						
How well do you feel we meet agreed Contracts / Service Level Agreements	100%						
How would you rate the level of engagement with your organisation to ensure that the service requirements are met	100%						
How would you rate the overall level of communication with your organisation	100%						
Please rate the effectiveness of our communication methods below. [Telephone]	100%						
Please rate the effectiveness of our communication methods below.[Email]	n/a						

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Please rate the effectiveness of our communication methods below.[Letter]	100%
Please rate the effectiveness of our communication methods below.[Meetings]	100%
Please rate the effectiveness of our communication methods below.[Website]	n/a
Please rate the effectiveness of our communication methods below.[Service Literature (leaflets, newsletters etc)]	100%
We make services available to everyone who is eligible	100%
We treat all service users fairly and with respect	100%
We talk to service users to find out how we can improve service delivery	100%
We look for innovative ways to improve services and facilities	100%
We put things right quickly and effectively	100%
We have a clear, well-publicised, easy to use complaints procedure	100%
We learn from / improve as a result of complaints and suggestions	100%
Please rate how effectively you feel we use our resources in terms of providing best value	100%
Please indicate how creatively you feel we use our resources in terms of providing best value	100%

We aim to make a positive difference to people in society through the service we provide. Do you feel we do this	100%(yes)
Please rate how well the service consistently meets the reporting timescales as laid down by the Contract / Service Le Agreement	evel 100%
Please rate the accuracy of reporting	100%
Overall Satisfaction, please rate your overall satisfaction with the Service provided	100%

All results scored the highest rank for satisfaction scoring **Very Good** or **Strongly Agree**. As no areas fell below the target of 80%, no areas for improvement have been identified.

#### Comments

#### **Contract requirements:**

Very open and honest relationship and a collaborative approach

#### Actively Engaging Stakeholders:

Very open and honest relationship and a collaborative approach

#### Making a Positive Impact:

Bryson approach care in an innovative and responsive manner, encouraging and supporting staff to avail of opportunities for self-development to continually strive to improve service provided

#### Current or future opportunities you believe might expand the working relationship with Bryson Care(WS):

Discussions and quarterly meetings allow training provision to be planned in advance and currently we are in the process of liaising with the manager of Bryson - Liz Logan to explore further opportunities in relation to training.