

CIW Inspection Report – Strengths and Improvements

Strengths and priorities for improvement CIW and HIW draw the local authority and local health board's attention to strengths and areas for improvement. We expect strengths to be acknowledged, celebrated and used as opportunities upon which to build. We expect priorities for improvement to result in specific actions by the local authority and local health board to deliver improved outcomes for people in the local authority area in line with requirements of legislation and good practice guidance.

1. Wellbeing

Strengths

The local authority demonstrates a collaborative, outcomes based approach, in which people are pro-actively involved in their 'what matters' conversations and subsequent decision-making. There is effective multi-agency working and staff at all levels demonstrate a long-standing commitment to, and practical understanding of, Monmouthshire County Council's specific vision for wellbeing and the promotion of independence for older adults living in the community. Relationship building and communication with people is prioritised; decision-making is effectively devolved and people are supported to make meaningful choices.

Priorities for improvement

- **Improve the recording of 'what matters' conversations so that specific personal outcomes are more fully reflected and subsequently acted upon.**

We have developed a robust "collaborative communication" network across the county. Collaborative communication is a training / practice change initiative which has been adopted across Wales and endorsed by Welsh Government to promote a person centred approach.

We have embraced this approach and have a lead Service Manager who co-ordinates and oversees. This is supported by mentors – each area has mentors who are responsible for ensuring that practice is supported and promoted across all teams and professions.

Two workshops have been held so far this year to examine, promote, support the practice change – with a particular focus on recording.

The approach will be rolled out to Direct Care staff.

- **Less experienced staff would benefit from increased guidance and support. There is a need to actively monitor the experience and skill mix across the integrated community-based teams.**

This improvement was specifically regarding Social Work, the Service Manager who is the designated lead for Social Work is working alongside the Social Work leads to support the teams.

- **Approaches to the formal supervision of staff, allocation of workloads, and the quality assurance of care management work are in need of more prescribed management procedures and oversight.**

A new supervision framework is being rolled out across the county which directly links into the collaborative communication work. The supervision framework comprises of three specific areas; –

- Formative-Educational-Theory
Realise possibilities of usefulness
- Restorative-Supportive-Theory
Maintenance of harmonious working relationships
- Normative-Administrative-Theory
Standards & Quality Assurance

All mentors have received training and the model is being rolled out.

- **There is a need to improve the timeliness of domiciliary support to ensure people achieve their personal outcomes.**

This continues to be a challenge across the County. We have a very robust and active recruitment campaign and are utilising various approaches – drop in sessions, social media etc.

Winter monies were made available by Welsh Government to support – this was used to recruit staff via agencies – however we are now in the process of trying to transfer those packages as the money ceases on 31/3/2020.

The planned roll out of TWUD is predicated on developing a model which is more sustainable for the future.

2. People – voice and choice

Strengths

Good quality, strength-based assessments are outcome – focused, and reflect people’s choices and wishes. They are used proportionately and in a timely way to inform decision-making.

There is generally positive engagement between staff and managers across the integrated teams and other services; they share a good level of professionalism, knowledge and dedication.

The local authority has a good track record in piloting and implementing innovative and creative approaches to integrated community based services, based upon strong co-production with people living in their local area.

Priorities for improvement

- **More work is required to ensure people's voice, or that of their advocate or representative is always heard and effectively represented during safeguarding processes.**

We have recently had a CIW focussed activity in safe-guarding (February 2020). We are awaiting the feedback from this inspection which will identify if there have been improvements and any further actions required.

- **Workload and capacity within the safeguarding team requires improved monitoring and oversight. More timely and specific oversight and audit of safeguarding processes would help to promote a more consistent quality of service.**

A recent piece of work has identified the pressures in the safe-guarding team. The new legislation and the lowering of the threshold has resulted in a significant increase in demand into the service. Additional staffing has been agreed on a temporary basis to support the service and identify where resources need to be concentrated for the future.

- **There is a need for clearer understanding and application of procedures in relation to the status of assessments, reviews, contacts and referrals within WCCIS, to promote a consistent and effective service response.**

WCCIS development is on-going and defined dates for roll-out are as yet not known. Front line involvement in WCCIS is key and a working party comprising of a broad section of staff – administrative, finance, performance, practitioners, managers are involved in the planning to ensure that the system is fit for practice.

- **Quality assurance frameworks need further refinement, to ensure they inform future learning and development.**

A significant piece of work is in progress to develop a Quality Assurance Framework. The framework is planned to cover all aspects of the service. We are currently working through the areas to identify evaluation and measures.

The first area we are working on is a staff survey. The focus of the survey links to the principles of the supervision framework.

The survey is currently live and the results will be collated after the closing date.

3. Partnerships, integration and co-production

Strengths

The local authority has developed and maintained a particularly good approach to integration, with health and social care professionals working in ways focused on promoting and maintaining people's independence.

Community hubs work to good effect with timely well-integrated responses and are viewed as assets by the communities they serve.

Priorities for Improvement

- **The work of the integrated teams and other aspects of partnership working would benefit from being underpinned by a framework of agreed protocols or other means of supporting this approach.**

This was discussed with CIW Inspector on 24th February 2020, to establish what this would look like.

Agreed to identify the operational / professional structures and processes for referrals / allocation

4. Prevention and early intervention

Strengths

Monmouthshire County Council has developed a range of innovative and creative ways to work with people in finding their own solutions in preventing or delaying their need for statutory care and support. The resources invested in an extensive range of community-based services support early intervention and good outcomes for people.

Staff from across health and social care share the vision and commitment to support individuals in their community. Colocation, and flexibility in who takes or retains the care management lead for individuals promote this approach.

Priorities for improvement

- **There is a need to ensure 'front door' Information, Advice and Assistance (IAA) arrangements are more effective, and compliant with Code of Practice - Part 2 - requirements in relation to the recording of information.**

This is an area where we have not agreed with the comments from CIW. We have developed IAA in Monmouthshire across a variety of areas including third sector, primary care, community hubs etc. How these areas record information is within their remit and not that of the Local Authority. IAA is the responsibility of all, not just that of Social Services.

People that do come to our "front door" are only asked to give personal information for recording purposes if they are likely to need further information / assessment or if they are already known to our services. Requesting information for recording purposes is often a barrier if people are only asking for straightforward information, sign-posting.

- **The local authority should implement an effective quality assurance mechanism which enables them to review the effectiveness of their interventions, and inform how these can be improved.**

This is included in the Quality Assurance Framework – as described.

- **As the local authority has already identified, more extensive use of tele-care and other assistive technologies will assist people in achieving greater levels of independence.**

We are currently involved in one of the “internet of things” initiatives. We have an Occupational Therapist who is scoping the potential of assistive technology. The work is looking at a variety of areas including loneliness and social isolation, environmental controls, prompts, remote checking, opportunities for people with cognitive problems etc.