

Autism Conference 2013

Delivering Services in an Accountable Manner

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Background – The Wolfe Group

- International Focus and experience
- Specialists in Organisational Development and Quality Improvement
- 3 Divisions
 - Organisational Development
 - Quality and Audit
 - Training

The Need for Accountability?

- The Autism Spectrum / The Service Quality Spectrum
- Excellent quality Board **Governance** – very poor Quality Board Governance
- Excellent quality **Management** to very poor quality management
- Excellent quality **Staff** to very poor quality staff

The Need for Accountability?

- Leeways Special School
- Cornwall – Budock Hospital
- Winterbourne View
- Leas Cross
- Brompton Services
- Evangelical Hospital in Curotiba – Brazil
- Stafford Hospital Scandal

The Need for Accountability?

- Winterbourne View – Whistleblower / Undercover expose
- Brompton Services – Whistle blower / Undercover expose
- Significant deaths of people in Evangelical Hospital in Curotiba – Brazil - Whistleblower
- Stafford Hospital enquiry – Whistleblower
- Budock Hospital – Mencap
- Leeways Special School – Undercover expose

Comment from Leas Cross Enquiry

- “It would be a very major error to presume that the deficits in care shown in leas Cross represent an isolated incident, rather..... they are very likely to be replicated to a greater or lesser extent in institutions throughout the long term care system in the country”

(Leas Cross Review)

The Leeway's Inquiry Report

- The report indicated that for some six years the immediate managers were aware of unacceptable behaviour with sexual implications by the officer in-charge but did not act on this.

The Need for Accountability?

- The Care Quality Commission's recent inspection programme of care homes for people with a learning disability revealed that almost half of services failed to meet essential care and safeguarding standards.

The Need for Accountability?

- Standards in services are not by any means universal
- Where people are vulnerable safeguards are required
- Internal and external safeguards are necessary

Why do things go Wrong?

1. Lack of line management
2. Lack of clear objectives
3. Inadequate complaints procedures
4. Poor recruitment practice
5. Lack of external advice
6. Unsatisfactory placement

Nesirky, 2007

Our Experience

- There is a direct link between Poor Governance and Poor Services
- There is a direct link between Poor Leadership and Management and Poor Services

Our Experience

- Poor Culture + Poor leadership and Management + Poor Accountability = Significant Risk and very Unsafe and Poor Quality Services

What is Needed?

Externally

- A rigorous model of regulation
- A considerable focus on unannounced inspections
- An emphasis on key risk issues
- Sophisticated monitoring of key indicators
- Early warning system for regulators
- A major emphasis on supporting whistleblowers

What is Needed?

Internally

1. Exceptional governance at board level
2. Managers that are fit to manage
3. Clear and effective management structures and systems
4. Effective staff recruitment, induction, probation, training, supervision and appraisal processes
5. A rigorous system of quality assurance
6. An effective system for reducing, responding to and monitoring adverse events

What is Needed?

Internally

7. An effective complaints system
8. An effective child / adult protection system and procedure
9. Effective safety systems
10. Processes for involvement of service users / advocates / families and relevant others

1. Processes for involvement of service users / advocates / families and others

- Involvement from the beginning to the end – From staff recruitment to quality processes (including auditing)
- Forums for involvement
- Strong advocacy emphasis throughout the service
- Acceptance of the importance of the role of the person / families and advocates

2. Exceptional Governance at Board level

- No Passengers
- A Board that is fully aware of best practice standards
- A quality expert on the Board
- Rigorous Board oversight of complaints, adverse events / incidents, abuse allegations and key risk issues

3. Managers That are Fit to Manage

- Can managers demonstrate their fitness to manage – example Fit Person's Interviews
- No Passengers
- Extensive shaping and mentoring
- Clear objectives / management of performance
- Supervision / Workbook focus on expectations

4. Effective Staff Recruitment and Development Processes

- The cost of 1 poorly recruited / probated staff to an organisation = €1,500,000 +
- Do your staff records clearly demonstrate effective recruitment / induction / probation / supervision / appraisal / supervision / shaping?
- Audit them - check

5. A Rigorous System of Quality Improvement

- Arguably the most important committee / process in the organisation
- Has to be aligned to national standards
- Has to be representative of **all** stakeholders
- Has to have clear terms of reference
- Must have considerable power and influence
- Annual plan of work / schedule of audit
- Biggest failing / risk – not completing / following through on quality improvement plans

6. Clear and Effective Management Structures and Systems

- Clear management structure, that everyone is aware of (including people that use the service and their families)
- Effective, accessible policies and procedures (Test these)
- Effective meetings at different levels

7. Effective System re: Adverse Events

- Are you capturing the incidents / adverse events occurring?
- Are staff and others clear on what these are and on the reporting system?
- Have you a clear picture of which adverse events are most likely to occur in your service – and have you approaches in place to minimise these?
- Importance of regular analysis of adverse events and incidents

8. An Effective Complaints System

- Awareness by all stakeholders of the complaints process
- All complaints must be managed in accordance with the process
- Complaints logs – with detail of action taken with regard to all complaints
- Monitoring / auditing and evaluation of complaints and complaints log on a regular basis

9. An Effective Child / Adult Protection System and Procedure

- Up to date procedure
- Awareness of procedure by all stakeholders (test)
- Training for staff and for people that use the service
- Importance of auditing the system to see it's working (e.g. analysis of incident forms)
- System for tracking and monitoring allegations and their management and application of learning from same
- Reporting through management to Board / oversight

10. Effective Safety Systems

- Process for identification of key risks within the service
- Effective systems for fire safety
- Effective systems for health and safety and records up to date and accessible

Conclusion

Summary and Discussion

Thank You