

WE'VE SIGNED UP TO

DRIVING UP  
QUALITY



# Driving Up Quality

## Self Assessment Report 2015



*fulfilling potential*

# Introduction

## - Road to Quality 2015 -

CMG hosted its second self assessment day on the 30th June 2015, which brought together over 100 people it supports, their families, staff and care commissioners to provide feedback on what the organisation does well, and what can be built upon.

CMG held the day to ensure it continues to adhere to all aspects of the Driving Up Quality Code. The Code was launched by CMG, the government and other leading care providers in 2013 to ensure the atrocities of Winterbourne View are never repeated again. It outlines five standards that ensure high quality learning disability care provision.



Rather than simply filling out forms, CMG wanted attendees to give their views in an open and engaging manner, and held a series of creative workshops as a forum for this. The theme of the day was 'road to quality', so for each workshop the people CMG supports created artworks to display different modes of transport- like tractors, trains and boats. People then pinned their feedback on what the organisation does well and what could be improved upon to the displays.

The day culminated with a 'road to quality' being laid out through the centre of the room, with everyone posting a brick containing an idea.

The key feedback taken from this event can be found in this document.

During the self assessment day, Peter Kinsey, CEO also outlined the feedback from the 2014 self assessment event and the actions that CMG had taken since then to make improvements. This information can be found in Appendix One of this document along with the feedback received at our recent Family Conference and the actions we have taken as a result of this event too.

### Feedback on the day was extremely positive:

*"As a commissioner of services, I found it a very interesting event. The service user involvement makes it apparent that CMG do not just pay lip service to the concept of service users having a say. Collectively, there are a lot of challenges facing us, but I found CMG's approach to be very re-assuring"*

**Care Commissioner, Wales**

*"The conference reflected CMG's open approach and desire to improve from its already strong base."*

**Family member**

# Road to Quality

## - What CMG do well -

As well as looking at what CMG could do better, we also asked participants to let us know what we do well. The key themes of this feedback are outlined below but centred around excellent transparency, visible management, open and honest communication and successfully helping the people we support to experience a wide range of opportunities in life and achieve their goals.

Feedback on what we do well is summarised below:

### For people we support

Listening to them and involve them in decisions about their life

Orgaining trips, activities, shopping, employment, parties and holidays for them

Promoting independence and helping them achieve their goals

Supporting them to make choices

### For staff

Caring staff who have a positive attitude

Good team work

Good training, induction and supervision for staff

Successful at supporting people to achieve their goals

### Other

Excellent transparency and visible management

Good relationships with families

Peter's Kinsey's weekly blog

Inclusive and involve everyone

Great annual events

Excellent processes to manage quality

We take action and don't just pay lip service to complaints



# Road to Quality

## - What CMG could do better -

**The key themes raised during the Driving Up Quality Day 2015 are outlined below:**

**For people we support:**

**1. Improve positive risk taking in the company so that individuals can be supported to take more risks.**

CMG's Clinical Director will organise and facilitate regional Positive Risk Taking Workshops, from October onwards (one a month in each region) for managers and keyworkers. Content will include practical ways of sharing best practice, examples of risk taking to enhance personal development and people learning from experience and mistakes. Included will be risk assessment/management and avoiding a risk averse mindset.

**2. Continue to look at ways in which we can improve community access in each region, particularly in the evenings.**

We have asked each of our Regional Directors to discuss this point with the managers in their regions and come up with a local action plan.

For example in our Brighton and Hove region, managers will ensure that there is a service user Social Inclusion Co-ordinator allocated in each service who will work alongside a member of staff to source day and evening activities. Social inclusion will also be added to the staff member's supervision document so that there is a monthly discussion on what they are doing so the manager will have time to allocate staff on the rota accordingly.

**For staff:**

**1. Look at ways in which we can recognise staff who have achieved long service.**

We will launch a new Long Service Award recognition scheme that will recognise members of staff who have achieved 5 years, 10 years and 15years + service. This will include a letter from our CEO and monetary vouchers. This will be launched in January 2016.

**2. Continue to develop ways to recognise and fast track staff who have the skills and abilities to be promoted.**

We will develop 'Next Steps' assessment and development training for staff who have been recognised as having the potential to progress in the company.

**2. For families:**

**Continue to look at ways in which we can improve communication with families:**

Alongside the actions we put in place following last year's conference, we will include a question in the next issue of our annual family survey, asking families what they think we can specifically do to improve communication with them. The key responses from this questionnaire will be actioned accordingly.

# Appendix One

## - Actions we took 2014/2015 -

CMG hosted two events in 2014 and 2015 to gain feedback from people we support, staff, families and external professionals about Driving Up Quality in CMG. The first event in May 2014 was our Driving Up Quality Self Assessment Day and the second event was our Family Conference in March 2015.

Although we received some excellent feedback, there were some areas where people felt improvements could be made. We have looked at this feedback and implemented the following actions:

### DRIVING UP QUALITY SELF ASSESSMENT DAY May 2014

Seven prioritised actions:

**1. Involve both people we support and family members more in delivering and receiving training.**

We agreed a 6-month programme of train the trainer sessions for people we support so they could help to train staff on the CMG induction programme. We have also opened up some of our staff training sessions for family members on courses such as Emergency First Aid, Autism and Moving and Handling.

**2. Make sure that people we support are involved more consistently in recruiting and choosing staff.**

We have started to involve people we support in CMG's Recruitment Days. Members of our CMG Service User Parliament were also recently involved in the interview process for senior manager positions. Additionally we are trying to ensure that all homes involve people we support in any second stage interviews for staff.

**3. Invite people we support and staff to join us in a group to look at how we can increase involvement in community activities.**

CEO, Peter Kinsey kick started a social inclusion campaign and we also launched a new 'Social Inclusion at CMG' newsletter which was circulated to all support staff.

**4. Review the way our system of staff representatives works so that we can improve the involvement of staff in decision making.**

CMG's CEO and the Head of HR have attended staff representative meetings in regions. A team meeting toolkit was also launched and the Head of HR has started to attend managers meetings to train managers on how they can make their team meetings more interactive.

**5. Hold an annual conference for family members, to improve communication and gain feedback.**

CMG's first family conference took place in March 2015 attended by 80 family members and included keynote speakers: Andrea Sutcliffe (CQC) and Viv Cooper (Challenging Behaviour Foundation). The event was highly successful and we will hold this event annually.

**6. Talk to our Service User MP's about how we can get more people we support across CMG involved in decisions.**

Service User MP's made a short presentation about their role at the 2015 Service User Conference. They also took part on the judging panel for this year's Service User Awards. Another person we support is on the judging panel for the CMG Employee of the Month Awards. We are still planning more actions on this point.

**7. Encourage everyone who works in our Central Office to do at least one shift a year working in services to better understand the work that our staff team do.**

Many of our Head Office staff have already completed shifts in a service and we continue to encourage others to do the same.

# **FAMILY CONFERENCE March 2015**

## **Three key themes:**

### **Improve our culture of valuing staff**

#### **1. Introduce a 'well led' campaign in CMG to highlight best practise**

CMG's Operations Director has launched a campaign of sharing well led examples of good practice across the company as she visits services and sees what people are doing well. A new managers forum has also been set up with a manager representative from each region to share ideas and good practice.

#### **2. Introduce an Advanced Leadership Programme for CMG managers**

We piloted an advanced leadership course with excellent feedback. Managers got the opportunity to explore the behaviours of an outstanding leader, practice their leadership skills with actors and take part in team building activities where they received feedback on their leadership style. Managers are now working on innovative projects, identifying a clear action plan to move their service forward to become 'outstanding.'

#### **3. Re-launch the Employee of the Month scheme including increasing prize money**

The Employee of the Month scheme was re-launched with more prize money, more prizes and a higher profile. CMG's Operational Director announces results company-wide and results are also highlighted on the company intranet and social media.

### **Improve where possible turnover of staff**

#### **1. Improve the processes around succession planning**

A Next Steps Course which looks at preparing individuals for future roles within CMG will be planned for 2015. Our Head of HR will liaise with Regional Directors about the best way of identifying and developing future talent.

#### **2. Monthly promotion on intranet and Facebook highlighting internal promotion**

A report will be published showing staff that have been promoted within CMG and we will publicise this on the company intranet and social media pages. This will highlight to staff that CMG has a great track record of internal promotions.

### **Continue to improve communication with families**

#### **1. Investigate giving all staff email addresses to improve communication with support workers**

We are in the process of creating a portal by which managers and Regional Directors can request accounts to be created so that more staff are on the email system.

#### **2. Incorporate checking of communication with families in the QA audit.**

This has been added as an action point in the new 'CMG CQC Readiness Audits' which takes place in each service. It will also continue to be an important element of Quality Assurance Audits.

**3. Send families copies of relative quality checker report.**

Copies of the inspection reports that are undertaken in our services by our team of Relative Quality Checkers and now being sent to the families so that they are aware of the feedback raised.

**4. Reviewed format of CMG Times.**

CMG Times (our family newsletter) will now include the CQC ratings for our services that have been inspected.

**5. Information pack for families re-vamped based on feedback.**

The information pack that we send to families is now a lot more comprehensive and informative.

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