

Quality Matters roundtable – meeting summary

Date:	Tuesday 14 th March
Location:	The Boardroom, Richmond House, 79 Whitehall, London SW1A 2NS
Attendees:	<ul style="list-style-type: none"> • David Mowat MP, Parliamentary Under Secretary of State for Community Health and Care • Denise Radley, ADASS • Nadra Ahmed, Care Provider Alliance (National Care Association) • Frank Ursell, Care Provider Alliance (Registered Nursing Home Association) • Rhidian Hughes, Care Provider Alliance (Voluntary Organisations Disability Group) • Trevor Brocklebank, Care Provider Alliance (United Kingdom Homecare Association and Home Instead Senior Care) • Andrea Sutcliffe, Care Quality Commission • Emily Holzhausen, Carers UK • Claire Bache, Department of Health • Ed Moses, Department of Health • Juliet Chua, Department of Health • Sandie Smith, Healthwatch Cambridgeshire • Imelda Redmond, Healthwatch England • Jacob Lant, Healthwatch England • Alicia Wood, Learning Disability England • Gary Bourlet, self-advocate and co-founder of Learning Disability England • Sarah Pickup, Local Government Association • Donna Campbell, Local Government Ombudsman • Jan Burns, National Dignity Council • Jeremy Taylor, National Voices • Claire Herbert, NHS Clinical Commissioners • William Roberts, NHS England • Gillian Leng, NICE • Maria Lagos, Skills for Care • Tony Hunter, Social Care Institute for Excellence • Duncan White, United Kingdom Homecare Association • Charles Rendell, Care Quality Commission • Kate Eisenstein, Care Quality Commission • Tiffany Dickinson, Care Quality Commission • Alice Rawcliffe, Care Quality Commission • Gabrielle Jones, Care Quality Commission
Apologies:	<ul style="list-style-type: none"> • Cathie Williams, ADASS • Caroline Abrahams, Age UK • Vic Rayner, Care Provider Alliance (National Care Forum) • Jane Silvester, NICE • Julie Wood, NHS Clinical Commissioners

	<ul style="list-style-type: none"> • Karen Morse, Skills for Care • James Cross, Skills for Care • Sharon Allen, Skills for Care • Clenton Farquharson, Think Local Act Personal and Expert by Experience • Linda Doherty, Think Local Act Personal • Steve Scown, Voluntary Organisations Disability Group • Sarah Reed, Expert by Experience
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Summary of the meeting

1. Welcome and introductions (10.00am – 10.10am)

- Tony Hunter (SCIE) welcomed delegates to the roundtable and thanked the minister for joining to celebrate the progress being made to drive improvement in the quality of adult social care through the joint work on Quality Matters.
- Attendees briefly introduced themselves and which organisation or group they were representing.

2. Opening remarks (10.10am – 10.20am)

- Gary Bourlet (self-advocate and co-founder of Learning Disability England) introduced himself and made the opening remarks, saying:
 - Too many people with learning disabilities receive poor care and are treated as second class citizens.
 - Commissioners decide who delivers the care of people with learning disabilities and it often comes down to saving money, but we should not be paying for poor care.
 - We know there is good care and support out there but we need much more of it.
 - It is all about the people who are getting care and support.
 - We just want an ordinary life and something to get out of bed for.
 - We want to people that support us to be good at what they do and love their jobs.
 - We want organisations that really listen to and care about the people they support, families and staff.
 - We want managers and Boards to run organisations well and be open with people about what they do.
 - Learning Disability England is trying to bring together people with learning disabilities, families, providers and commissioners because we know that things change for the better when people work together.

- We all have an important role in making services good: disabled people, families, providers, commissioner, CQC, and the government.
 - We welcome Quality Matters because there is a lot to do to make sure everyone gets good quality care and support and we can't do it without working together.
- Andrea Sutcliffe (Care Quality Commission) made some further remarks, including:
 - Emphasising the breadth and diversity of the collaboration of people and organisations involved in Quality Matters and the progress we have made together through Quality Matters to set out a shared vision for high-quality, person-centred care.
 - The importance of making that vision real by taking concrete action – today is the next important step in that process.
 - How much we value the minister's involvement as a champion for the positive contribution that social care makes to individuals, society and the economy.

3. Remarks from David Mowat MP, Parliamentary Under Secretary of State for Community Health and Care (10.20am – 10.35am)

- The minister gave his thanks to those involved in Quality Matters, and paid tribute to the people who work in the adult social care sector and those who care for family members to deliver existing fantastic care and support.
- He outlined that although most services are currently good or outstanding, we all want to do more to improve the quality of care and variations in care.
- The minister acknowledged the pressure that social care services are under, and noted the announcement in the budget of an additional £2 billion for social care.
- He expressed that it is not just about money, and even within the constraints that the sector works there are many things we can do to support high-quality care, and said that for this reason he welcomes and fully supports the shared commitment set out in Quality Matters and endorses the six priority areas set out in the document.

4. Delivering Quality Matters – workshop session 1 (10.35am – 10.50am)

- Denise Radley (ADASS) outlined that we have already made impressive progress to help drive up the quality of adult social care. We are not starting from scratch; we are building from a strong base and while it is important to

celebrate these successes and learn from them, we also know there is more work to do.

- Denise explained that in this workshop session four workstations were set up around the room covering all of the six priority areas in Quality Matters and facilitated by colleagues leading those areas.
- Attendees were asked to focus on how we can all help translate the ambitions of the Quality Matters document into concrete action by looking forward and focusing on what we need to do in practical terms to make sure the Quality Matters is more than just a document.
- Two facilitators were guiding the discussions at each station, and attendees were asked to record their suggestions for practical steps on flipchart paper.
- **Notes from station 1: Acting on feedback, concerns and compliments**
Facilitated by Donna Campbell (Local Government Ombudsman) and Jacob Lant (Healthwatch England)

What are practical solutions?

- Better support at earliest stage
 - Empower frontline staff
 - F&F test in health always seeking feedback
 - NHS Choices comments – low traction
 - People are afraid to complain – ‘troublemaker’
 - Service users running services oversight of complaints
 - Peer to peer audits
 - Better sharing of outcomes
 - Whistleblowing sends cultural signal
 - Advocacy (relationship counselling contributes to improvement)
 - Awareness of legal rights – Care Act
 - Jargon
- **Notes from station 2: Measuring, collecting and using data more effectively**
Facilitated by Andrea Sutcliffe (Care Quality Commission) and Claire Bache (Department of Health)

What are practical solutions?

- Amnesty
- Standard interpretation
- Use perspective of ECCM Vanguard
- Link to promoting ASC – good story to tell because of quality delivered in ASC
- Collecting and sharing data
- Capture knowledge of care staff in data

- Find out who has what data
 - Clear definition for data – standards for data
 - How can we use CQC technology/digital platform
 - Using driver of competition to share data
 - How to support providers to share?
 - Be clear how data will be used
 - Honest/open data – avoid unintended consequences ‘gaming’
 - Data amnesty – to develop standards and understand what is happening when new data suggests poor performance
 - Address data needs of multi-commissioners through common requirements
 - Small number of industry standard KPIs
 - Based on what’s publically recognised
 - Positive aspects
 - Simplify – core data requirements
 - Data crucial to sustainability of market
 - Avoiding negative statements
- **Notes from station 3: Commissioning for outcomes**
Facilitated by Imelda Redmond (Healthwatch England) and Charles Rendell (Care Quality Commission)

What are practical solutions?

- Get comprehensive feedback from users and carers and families wide understanding – must engage
 - Start agencies – share good things, celebrate successes
 - Wider understanding of the wider impact of commissioning on society e.g. carers and remaining 72% quality of care essential and disabled access and remain in employment
 - True cost of care – need to be understood – high quality care
 - Section 1 Care Act – very positive framework
 - Procurement merry go round must stop
 - Private payers / market failure / cross subsidy
1. Commissioning / procurement process
 2. Focus on communities
 - Stat agencies
 - Local members role is exploited
 3. Market oversight role critical – a larger scale
 4. Updated commissioning support doc

- **Notes from station 4: Driving quality improvement through better support, clearer priorities and strengthening the profile of adult social care**

Facilitated by Sarah Pickup (Local Government Association) and Maria Lagos (Skills for Care)

What are practical solutions?

- Profile – fundamental starting point.
 - ‘Social movement’ – work has begun on this
 - Need for really good communication plan
 - Helping people who receive care understand what they should expect and know that they should be in driving seat
 - Perceptions not helped by multiple people leaving sector
 - Need to understand what makes people stay in sector and focus improvement activity on supporting people who work in sector
 - Brexit question – 80,000 EU workers
 - Need to learn from other countries who value care work more
 - Better support to improve
 - About sharing what works, e.g. recruit for values, treat staff with respect, career pathway
 - Organisations have clear ‘mission’ to deliver really person-centred, enabling not disempowering care and track as a thread through organisations. Leaders are clear re vision so workers not just doing the ‘wrong job’ well.
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- Following the workshop discussions Denise Radley asked facilitators to feedback one main point from their workstation.

5. Final remarks by David Mowat MP, Parliamentary Under Secretary of State for Community Health and Care (10.50am – 11.00am)

- Before leaving the meeting the minister thanked attendees for their energetic discussions today and expressed his apologies for being unable to remain for the second workshop.
- The minister repeated his congratulations to the group on their work so far on the development of the document.
- He stated that we know there is a lot more work to do to achieve our shared commitment to high quality adult social care and confirmed that he will make it a priority to work with the group on this commitment.

6. Delivering Quality Matters – workshop session 2 (11.00am – 11.20am)

- Denise Radley (ADASS) asked attendees to go back to workstations, this time considering what commitments they or their organisations can make to help with each priority.
- **Notes from station 1: Acting on feedback, concerns and compliments**
Facilitated by Donna Campbell (Local Government Ombudsman) and Jacob Lant (Healthwatch England)

What are our commitments?

- Codes of practice
- Standardise national contracts
- Place beyond feedback loop
- Integrated commissioning
- Broader health and wellbeing function
- 'Commissioning for better outcomes' being update
- What docs system learning look
- Counting is functional – limited use
- Learning and development has to go in to contracting
- Peer support

From Healthwatch England (sent via email afterwards):

- The Healthwatch Social Care Complaints Toolkit. This has been in development with local Healthwatch for a few months and earlier draft was shared with Andrea. It is almost ready for final sign-off within HWE so publishing as part of Quality Matters launch on 15 May would be quite straightforward.
 - Social Care sector Complaints Statement (this is a replication of a project we ran in dentistry and we already have our sector workshop arranged for 30 March. Announcing a commitment at the launch in May that all members of Quality Matters are signed up to using this shared understanding of complaints – once it is finalised – would be really positive).
 - Analysis piece on learning from complaints – (this would require a resource commitment from us and maybe others involved but I think would be worth including as an idea with actual approach to be discussed at a later date).
- **Notes from station 2: Measuring, collecting and using data more effectively**
Facilitated by Andrea Sutcliffe (Care Quality Commission) and Claire Bache (Department of Health)

What are our commitments?

NHS England:

- Share learning to date from Vanguards and national data set (care home residents)

CQC:

- Developing the provider information process to help providers, commissioners, the public (content and sharing)
- Consider how characteristics of good or outstanding services include provision of data as part of 'well-led'

SCIE:

- Lit review set out why this is positive development / benefits of using data and links to raising profile of ASC

Can NHS Digital help?:

- Agree data definitions / Kitemarking based on where there are existing agreed definitions

? no organisation specified:

- How do we know what information people want as a marker of quality care?

NICE:

- Using word done previously will contribute expertise on standards
- Premium from commissioners for data on quality

? Industry:

- Support searchable info about quality of services

Industry / providers:

- Promote / buy into care satisfaction / awards for quality
- Support for practical mechanism of data collection
 - CQC's digital platform for PIR
 - Sharing data already collected
- Staff surveys
- Use of regional / national level data

From Healthwatch England (sent via email afterwards):

- Produce an overview report of what local Healthwatch currently know about social care and highlight how this intelligence is being used. This could perhaps tie in with National Care Home Open Day – (the Healthwatch England intelligence team is already pulling this together but publishing under the Quality Matters work broadens reach and

helps the whole sector understand value of Local Healthwatch insight). I am keen to include this to highlight this workstream needs to about soft intelligence as well as hard data.

- Social care assessments – We did a piece earlier in the year with 18 local Healthwatch looking at delays to social care assessments and found big issues around councils either reporting massive variation or not collecting data on waiting times at all. This is a big issue from a user perspective so might be useful if we ran this piece again on a wider scale.

- **Notes from station 3: Commissioning for outcomes**

Facilitated by Imelda Redmond (Healthwatch England) and Charles Rendell (Care Quality Commission)

What are our commitments?

NICE:

- Updated commissioning support document (including end of silos)

Department of Health:

- Oversight market and workforce (shared LA, NHS, providers)

Healthwatch / Carers UK / Learning Disability England / TLAP:

- Bring voice of people to the discussions

Providers / advocacy groups:

- Promotion of quality of care

All:

- Contribute to positive messages

Green paper:

- Use voice as basis for improved commissioning
- Bring providers and community of people who user services – collaborative approach
- No widgets procurement
- Who? Policing of Green Paper and Care Act – Equivalent NQB

From Healthwatch England (sent via email afterwards):

- Opportunity for HWE to work with ADASS and others on developing an approach for the use of user experience metrics.

- **Notes from station 4: Driving quality improvement through better support, clearer priorities and strengthening the profile of adult social care**

Facilitated by Sarah Pickup (Local Government Association) and Maria Lagos (Skills for Care)

What are our commitments?

- Local Healthwatch Network
 - To help with raising profile and encourage people to talk about how things are
 - General Common Commitment to focus on what good is and how to spread it (not just on money). Supported by individual organisations' commitment to sharing and promoting good practice
 - Dignity in Care
 - Commitment to buy website and champion good
 - National Voices
 - Do more to highlight good practice
 - Learning Disability England
 - Making info available in easy to read format so widely understood
 - Local Government Association
 - Make connections between organisations
 - Promote sharing of good examples
 - Boost and use sector led improvement
 - Ensure work with advocacy and self-advocacy organisations
 - Skills for Care and Local Government Association and others
 - Work with STPs to share good practice within plans relating to social care
 - Department of Health
 - Use integration partnership board to progress
 - Think big – work out what roles are needed
 - Employ people with learning disabilities and familiar with learning disabilities in this work
 - Department of Health and Local Government Association
 - Promote and identify key organisations for improvement activity
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- Following the workshop discussions Denise Radley asked facilitators to feedback one main point from their workstation.

7. Next steps (11.20am – 11.35am)

- Frank Ursell (Care Provider Alliance) shared some reflections, saying that Quality Matters has brought together people who use services, their families and carers, providers, commissioners, professionals and staff, and regulators and national agencies and that the breadth and diversity of this collaboration is its greatest strength.
- Juliet Chua (Department of Health) shared some reflections on the roundtable, expressing her thanks to all attendees for their commitment and stressing the value of working together as we take practical action to improve the quality of adult social care.

8. Closing remarks (11.35am – 11.40am)

- Tony Hunter (SCIE) and Andrea Sutcliffe (Care Quality Commission) made closing remarks to the group:
 - They thanked everyone for coming and for their contributions, and thanked the Department of Health for hosting the roundtable and the minister (in his absence) for joining us.
 - Made particular thanks to Gary Bourlet for sharing his personal experiences and views of why quality in adult social care matters so much.
 - They reflected that they look forward to continuing to work closely with the minister and the department to champion the positive contribution that social care makes to individuals, society and the economy; and to bring people and organisations together to drive improvements in the quality of adult social care.

-End of meeting-