



## Driving Up Quality

Affinity Supporting People is a small service provider which provides person centred care and support to a group of individuals within their own homes. We have had a full CQC inspection and are compliant with all standards, we have also been successfully recognised as an Investors in People.

## Driving Up Quality Self-Assessment

The 'Driving Up Quality' is a code which Affinity Supporting People have joined to ensure that people receiving services from a support provider can see that we are always looking at the services we provide, reflecting on what is happening and looking at how we can develop, maintain and ensure excellent practices are in place. These are a sample of what we found and not an extensive list of actions.

The five key areas are below and we have looked at our best practices and areas which we, the people we support, health professionals and circles of support think we can improve. The areas all have an action and people who will be responsible for the actions being addressed and put into practice.

### **Support is focused on the person**

Good things about us:

- ✓ People have a personalised and specific transition plan prior to moving into a support living tenancy. This is planned using the wishes of the people we support, their circles of support and others they want within the plans of the transition.
- ✓ A live working care plan and plan of support is developed with the needs of the person central to the plan. From this we can work with the supported person to ensure that all relevant care plans and risk assessments are developed and that a uniformed and recognised support method is being used.
- ✓ Affinity provides training to support staff using the supported person's needs as basis for the training, the training is specific and person centred.

**Things we need to improve:**

<b><i>Item for improvement</i></b>	<b><i>How we are going to improve?</i></b>	<b><i>Who is responsible?</i></b>	<b><i>Target date for actions to be completed.</i></b>
Affinity does invite people we support to attend interviews for new staff but on occasions we are not doing this due to short notice of interviews.	We will ensure that interviews are planned so we are able to invite people we support, their circles of support or ask for questions they feel are important to them for us to ask at interviews and plan feedback prior to appointment of new staff.	<ul style="list-style-type: none"> <li>✓ Registered Manager</li> <li>✓ Operations Manager</li> <li>✓ Team Leaders</li> <li>✓ People we support</li> <li>✓ Circles of support</li> </ul>	All interviews to have supported persons input but September 2015.
The review process is not always attended by a social worker or person from commissioning to discuss support packages.	Affinity will ensure that the people we support are able to speak or write to Social Services to request a representative or an explanation of why they are unable to attend.	<ul style="list-style-type: none"> <li>✓ People we support</li> <li>✓ Registered Manager</li> <li>✓ Operations Manager</li> <li>✓ Team Leaders</li> <li>✓ Support team</li> </ul>	With immediate effect, April 2015.
Using professionals in areas of expertise to provide training in specific areas.	Affinity will provide training to staff from experts in the area of need, examples include incontinence, epilepsy monitors and equipment,	<ul style="list-style-type: none"> <li>✓ Support team</li> <li>✓ Registered Manager</li> <li>✓ Trainers</li> </ul>	To have an identified training plan developed for each staff member looking at the people that they support and the needs of the person.

	moving and handling individual (who know the person being supported).	<ul style="list-style-type: none"> <li>✓ Team Leaders</li> <li>✓ Operations Manager</li> </ul>	December 2015
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The person is supported to have an ordinary and meaningful life

Good things about us:

- ✓ Affinity welcomes and encourages friends and families to have a proactive part of the people we support's life. We feel that the contribution is extremely valuable to both the service and the person at the centre of support.
- ✓ Affinity is proactive in seeking out opportunities for individuals such as groups, education, sporting activities etc.
- ✓ Affinity understands the importance of having a staff team trained in promoting positive risk taking, we want people to understand the risks of activities they wish to undertake and experience them fully and learn from what has worked and what's not worked.

Things we need to improve:

<b><i>Item for improvement</i></b>	<b><i>How we are going to improve?</i></b>	<b><i>Who is responsible?</i></b>	<b><i>Target date for actions to be completed.</i></b>
Finding employment for everyone wishing to work can be difficult and we need to be proactive in encouraging local	We will encourage the people we support to access local job agencies and job centres and look for both paid and unpaid work	<ul style="list-style-type: none"> <li>✓ Registered Manager</li> <li>✓ Team Leaders</li> <li>✓ People we support</li> </ul>	September 2015

<p>employers and businesses in not undervaluing the people we support who could make a huge positive impact to their services.</p>	<p>experience. With each application made a written reference from the Registered Manager or Operations Manager will be sent in support of application.</p>	<ul style="list-style-type: none"> <li>✓ Support team</li> <li>✓ Social Workers</li> <li>✓ Operations Manager</li> <li>✓ Circles of support.</li> </ul>	
<p>Supporting people with a high level of challenging behaviours or reactive health needs (grand mal seizures) can be difficult especially in a group tenancy environment for it not to impact others being supported.</p>	<p>It is important for the Registered Manager or Operations Manager to have a contingency fund ready to implement a reactive staff team and have the option to support people external and remove from a situation which could have detrimental effect on these people. The management team need to discuss these challenges during reviews with the person and their Social Worker.</p>	<ul style="list-style-type: none"> <li>✓ Registered Manager</li> <li>✓ Operations Manager</li> <li>✓ Team Leader</li> <li>✓ Social Worker</li> <li>✓ Supported person</li> <li>✓ Circles of support</li> <li>✓ Advocacy</li> </ul>	<p>At each house review with immediate effect.</p>
<p>Ensuring the people we support are able to do what activities they want to do at the time they want to do them (if a person wakes up and</p>	<p>At Affinity we try our very best to ensure that the people we support are able to do what they like, it can be difficult and on occasions not possible due to the</p>	<ul style="list-style-type: none"> <li>✓ Management</li> <li>✓ Team Leaders</li> <li>✓ People we support</li> <li>✓ Circles of support</li> </ul>	<p>We are already doing this slightly but need to take a more active approach to this.</p>

<p>the weather is good they might not have any planned 1:1 activity time on that particular day which they want to spend outdoors).</p>	<p>staffing level. We are going to look at informal support and encourage friends and families to take the people we support out. We will also look at our rota system to facilitate a more flexible way of working which might benefit both the people we support and the staff team.</p>	<p>✓ Support teams.</p>	
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## Care and support focuses on people being happy and having a good quality of life

Good things about us:

- ✓ People we support are included in planning their care plans which are truly personalised and developed together with the support team to provide care and support which makes the person happy and gives them value within their own lives and homes.
- ✓ Affinity has a strong team with a minimal turn over, each of the people we support has a named allocated key worker who we match according to the needs and wants of the person. Due to the key workers and key person having shared interests and ideas it is easier to promote a healthy positive lifestyle and activity plan.
- ✓ Affinity does not employ people on purely educational qualifications, with the assistance of the people we support and the circles of support we look at the values and attitude of the people we interview and provide them with an induction package and support throughout their new employment to ensure that they are comfortable and happy within their job role.

**Things we need to improve:**

<b><i>Item for improvement</i></b>	<b><i>How we are going to improve?</i></b>	<b><i>Who is responsible?</i></b>	<b><i>Target date for actions to be completed.</i></b>
<p>At times we can forget that we are working in someone's home and things can become slightly business looking (it's difficult to ensure that we are meeting our required standards but maintaining a homely atmosphere)</p>	<p>We are going to ensure that everything we need in a service is there but in an unobvious way, keeping documentation stored in peoples rooms or in a support staff area. Ensure meetings are held in the place people wish them to take place. Keep all equipment stored in a discrete but convenient place.</p>	<ul style="list-style-type: none"> <li>✓ People we support</li> <li>✓ Team Leaders</li> <li>✓ Support staff team</li> </ul>	<p>July 2015</p>
<p>Supporting people with a high level of challenging behaviours or reactive health needs (grand mal seizures) can be difficult especially in a group tenancy environment for it not to impact others being supported.</p>	<p>It is important for the Registered Manager or Operations Manager to have a contingency fund ready to implement a reactive staff team and have the option to support people external and remove from a situation which could have detrimental effect on these people. The management team need to discuss these challenges during reviews with</p>	<ul style="list-style-type: none"> <li>✓ Registered Manager</li> <li>✓ Operations Manager</li> <li>✓ Team Leader</li> <li>✓ Social Worker</li> <li>✓ Supported person</li> <li>✓ Circles of support Advocacy</li> </ul>	<p>At each house review with immediate effect.</p>

	the person and their Social Worker.		
Affinity is providing some contingency hours at present and we are unable to employ a member of staff due to the hours being temporary and not knowing when they will be coming to end. We are having to be reliant on agency staff members who are not familiar with our ways of working or hold the vision, mission or values of Affinity.	Ensure that the correct amount of staff are employed for the positions within Affinity including wake and watch and sleep in duties. Work with the current Social Workers to ensure that they are working on finding accommodation suitable for the person using the contingency hours and then halt the use of agency workers within the service.	<ul style="list-style-type: none"> <li>✓ Registered Manager</li> <li>✓ Operations Manager</li> <li>✓ Team Leader</li> <li>✓ Social Worker</li> <li>✓ Supported person</li> <li>✓ Circles of support</li> <li>✓ Advocacy</li> <li>✓ Alternative providers</li> </ul>	August 2015

## A good culture is important to the organisation

Good things about us:

- ✓ Affinity has a very low staff turn-over, this is reflective of the way the staff feel valued within their work and enjoy being part of the Affinity team (this has been mentioned within the staff surveys which we have completed on a yearly basis).
- ✓ Affinity ensures that regular meetings are held between management, teams and the people we support. Including staff support meetings, team meetings, tenants meetings and reviews, this ensures that we have an open and transparent service.

- ✓ The management team meet the people we support on a weekly basis and ensure they are able to spend quality time with them to seek their views and opinions on services being provided.

**Things we need to improve:**

<i>Item for improvement</i>	<i>How we are going to improve?</i>	<i>Who is responsible?</i>	<i>Target date for actions to be completed.</i>
<p>People we support sometimes need or want to speak to a senior manager during a reactive behaviour. This is not always possible due to the work loads and time restraints being placed within their job roles.</p>	<p>We need to ensure that there is someone which is available to collect messages and that these are passed on to the management team once they are back in the office. We will aim to respond back to the person we support within 24 hours. The messages will be taken by Susan Hosker Affinity Administrator and support teams and Team Leaders should see if they are able to reassure the person when no management is available.</p>	<ul style="list-style-type: none"> <li>✓ Management Team</li> <li>✓ People we support</li> <li>✓ Susan Hosker – Administrator</li> <li>✓ Support team</li> <li>✓ Team Leaders</li> </ul>	<p>Immediate.</p>
<p>Over the past couple of years the service has felt unsettled whilst the</p>	<p>The service needs to ensure that we are collating all the evidence</p>	<ul style="list-style-type: none"> <li>✓ Directors</li> <li>✓ Management team</li> </ul>	<p>Immediate</p>



<p>local authorities and other commissioning bodies have carried out reviews within the services and made reductions in people care packages. This has made staff feel that job reductions or wage decreases could happen.</p>	<p>of support being provided to the people we support, including hours of crisis, holidays, time spent with informal support, incidents etc. When a person is requiring their care package to be reviewed this can be presented to the commissioning body to examine and use as required to support any adjustments being made or presented. A Manager (registered or operations) will be present at all review meetings to discuss ways and methods of support, including staff support, THC (tenancy hours calculator) and assistive technology. Team Leaders and Management will discuss these items as part of the team leader brief on Friday afternoons following on from management support meeting with Director.</p>	<ul style="list-style-type: none"> <li>✓ Team Leaders</li> <li>✓ Support Workers</li> <li>✓ Commissioners</li> <li>✓ People we support</li> <li>✓ Circles of support</li> </ul>	
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<p>Affinity has meetings with all the teams and people we support, we do however not hold very many full staff meetings within the service. We need to ensure that these are held twice yearly with staff given the opportunity to ask questions prior and have answers delivered at the meetings. It will give the service an opportunity to come together.</p>	<p>Affinity will aim to hold at least one full annual staff meeting with the possibility of 2. We will ensure that an agenda is drawn up and that staff members have the opportunity to go to the meetings with coverage provided at the services to ensure availability.</p>	<ul style="list-style-type: none"> <li>✓ Management team</li> <li>✓ Team Leaders</li> <li>✓ Support staff</li> <li>✓ Bank team</li> </ul>	<p>We will have a full staff meeting in 2015 Sept / Oct with a view to having a spring / autumn one in 2016.</p>
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## **Managers and board members lead and run the organisation well**

Good things about us:

- ✓ Affinity has a management team which is balanced and trained in ensuring that the services Affinity provide are for the benefit of the people we support and the people involved within the service.
- ✓ The managers are hands on and work hands on offering support, guidance and examples of good practice. Our manager attend each service at least once a week and have a formal meeting with the Team Leaders weekly.
- ✓ Affinity has a management team which is professional, calm and informative when managing a crisis / reactive incident within the services and are well known through sector of managing incidents well. Affinity team always have access to contact a manager 24/7.

**Things we need to improve:**

<b><i>Item for improvement</i></b>	<b><i>How we are going to improve?</i></b>	<b><i>Who is responsible?</i></b>	<b><i>Target date for actions to be completed.</i></b>
<p>Communication between Affinity Management and the housing providers can sometimes be difficult, this is because both the housing and service provider are looking at different outcomes and the financial aspect can cause conflict. We are sometimes wanting a large financial outlay from the housing provider to meet the needs of new tenants which the housing provider has not budgeted for.</p>	<p>A bi monthly meeting (telephone) with either the Registered Manager or Operations Manager will happen with the 3 landlords that we use and the information fed back through the Team Leaders to the staff teams and the people we support at the staff meetings and the tenants meetings. Information will be gained through the staff teams, the people we support and the circles of support.</p>	<ul style="list-style-type: none"> <li>✓ Management</li> <li>✓ Landlords</li> <li>✓ People we support</li> <li>✓ Circles of support</li> </ul>	<p>We will start the telephone conversations in July once information about the repairs etc. has been found within the services.</p>
<p>The service did not have a dedicated administrator and this work was carried out jointly with the Team</p>	<p>Affinity will recruit an administrator who has the skills and experience to assist in</p>	<ul style="list-style-type: none"> <li>✓ Management</li> <li>✓ Team Leaders</li> </ul>	<p>This person has now been put in place and they are working within the office at Cannon Street.</p>

<p>Leaders and the Management team which took them away from their own work and strategic planning.</p>	<p>the administration of the service.</p>	<p>✓ Support Staff</p>	
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## Conclusion

The information gathered above is from a number of different sources including speaking with the people we support, the staff teams, circles of support and also other key people working with the service.

We also have used information gathered from questionnaires sent to both the families, people we support and the staff teams.

Affinity uses different methods to look at how the service is working and not working and this includes visits from the company Directors who visit Affinity and the services twice yearly and complete an in-depth audit to ensure that we are compliant and offer support and guidance in areas which we are needing to improve.

**Please see our other web pages and social media platforms to view stories of success within Affinity and stories of people we support who have given their permission to share.**

**[www.affinitysupport.org](http://www.affinitysupport.org)**