

# Love my life

FitzRoy's outcomes focussed model of support



## Review

We are committed to continually improving and we have a number of systems for checking progress against our outcomes and refining our approaches. Changes to our approaches are reflected in our policy and training reviews. This includes:

1. **Managing and checking**
2. **Internal quality review**
3. **Staff management and appraisal system**
4. **Business planning and benchmarking**
5. **External review**

### 1. Managing and Checking

#### Management Action – Singles Action Plans

Each FitzRoy service has a single action plan which collates all areas for improvement whether these are raised by CQC, a family member, a house meeting, our quality team or quality advisors. This gives a single point of reference. These action plans are the focus of performance management and enable resources to be allocated from across the organisation.

#### Person-centred reviews

In addition, each person we support has regular reviews of their support plan, looking at how they can achieve their goals on an ongoing basis. It helps us assess how we will exceed the expectations of the people we support, our regulators and funders.

### 2. Internal quality review

We employ two dedicated managers, with long experience in practice, as Quality Managers; alongside a qualified Health and Safety Manager, and Quality Advisors (drawn from amongst those we support). The full quality team work to a schedule of reviews based on a risk rated system. Clear systems are in place for actions required to be added to single action plans in services and monitored through line management.

#### Quality Manager reviews

Working to a comprehensively researched template the Quality Managers undertake regular full-service reviews. These assess evidence of compliance with: FitzRoy values and policy; compliance with regulatory standards and legal frameworks; the quality of our approaches, for example as captured in support planning documents, progression notes and outcome reviews; the quality of the environment and feedback from the people we support.

In addition, the Quality Managers undertake specific work on any issues which arise as themes, for example in-depth medication reviews. These reviews inform shared learning across the organisation.

#### Health and Safety reviews

All services hold a Health and Safety review meeting quarterly against a standard agenda and feedback the results centrally. Our NEBOSH qualified Health and Safety Manager conducts regular health and safety reviews of documented management procedures ensuring every service receives a full health and safety focussed site visit at least every 3 years. In addition, a themed site review is carried out every month – this may be triggered due to an Occurrence, a concern, a professional visit (CQC/Fire Authority/LA). Themed visits are recorded in a site visit report and copies submitted to the Service Manager and the Regional Manager to add to the Single Action Plan.

## Quality Advisors

We appoint the people we support as Quality Advisors to audit FitzRoy services. This team are fully trained to undertake the role and provide a valuable end-user perspective on the quality of our services.

## Safeguarding

We have an explicit safeguarding culture and these values are lived at every level of the organisation. Our safeguarding mission is "every person we support can live their life free from abuse, exploitation, and fear of aggression and violence." All safeguarding referrals are escalated through FitzRoy's safeguarding reporting structure. The Regional Manager is notified either through the occurrence reporting system or directly by phone. Our safeguarding policies and procedures, which all staff are trained in, include a strong emphasis on whistleblowing, and health and safety.

## Quality Committee and risk governance

Trends in any of the quality data recorded (e.g. occurrences, safeguarding reports, training compliance, quality review findings etc.) are analysed and reported to the quality committee. The quality committee is a board level committee attended by two trustees and senior quality managers. The committee scrutinises the data, and seeks assurance that organisational learning is taking place. The committee own the relevant aspects of the corporate risk register relating to service delivery and review the risks, risk controls and further actions regularly.

## 3. Staff management and appraisal systems

### Staff appraisal

Our appraisal process is designed to assess how an individual's behaviour reflects our values. This is not just what an individual has done, but importantly, how they went about it. We have created a behavioural framework which underpins our values and forms the basis for discussions about the positive behaviours they have demonstrated and those that should have been avoided. This leads to a discussion about the behaviours they need to demonstrate more of (or avoid) over the next year. Behaviours are assessed in all aspects of their role and interactions. As part of the process the manager may seek feedback from the people we support, family members, other departments and observations from the management team.

Both the manager and employee assess the support and development required to help the staff member achieve their goals or meet what's expected of them. This may be support and coaching through regular one to ones, or attending available training to develop a skill set. Each employee is asked what they need from their manager to perform their role to the best of their ability. This allows management teams to adapt their styles and approaches to get the best

from their teams. It also prompts support workers to reflect how, as individuals, they can support and encourage new and existing team members by sharing best practice, being welcoming and approachable, and so on.

## Calibre analysis

We conduct calibre analysis of all managerial staff annually, this enables us to assess managers' outcomes and behaviours and facilitate a dialogue amongst our leadership team and allows open debate across a cross-functional team to provide more accurate assessment than one person's opinion. The process facilitates a shared sense of ownership for FitzRoy's talent pool and is an effective way to identify the development needs of individuals who may need more support to be effective, or could do more to stretch themselves. It also encourages honest debate and discussion between a manager and their line manager, and provides a framework for succession planning.

## 4. Business planning and benchmarking

### Business planning

Each year FitzRoy as a whole, and each service we manage, plan ahead for the things we need to achieve in the next year (and 3 years). This enables us to prioritise and make sure we plan resources to achieve them. Business planning is fed by all the feedback and learning we undertake throughout the year and in services it is closely related to the single action plans.

### Key Performance Indicators and Benchmarking

We use key performance information to measure the efficacy of every service. Linked to the outcomes described in our outcomes framework we ensure that we collate, review and learn from performance measures every month. We benchmark all services against each other and also against external data; for example, we check our staff vacancy rate against the sector norm and our CQC ratings against published CQC reports. Managers are asked to provide an explanation of reasons why they are 'outliers' in any performance data and support is put in place to improve performance where necessary.

### External review

Responding to external scrutiny. Any report received from an external body is reported to the Director of Operations for information and appropriate dissemination to the most relevant supporting team. All reports are scrutinised to ensure any observations recorded are fair and prioritised into actions, where applicable, and lessons learnt are promoted to relevant services.