

# Supporting Your Organisation To Take a Risk Positive Approach



# Wesley Strahan-Hughes

**Director of Operations**  
Hertfordshire Care Providers Association



# Housekeeping



Please keep your mobiles on silent during the presentations



Exits



Comfort Break



No planned fire drills



# Agenda



*9.30am Welcome*

*HCPA Updates*

*Update from Public Health*

*Connected Lives*

*Risk Positive approach*

*Root cause analysis*

*Question Time*

*Brunch and Networking*

*Capacity and Consent*

*Safeguarding*

*Question Time*

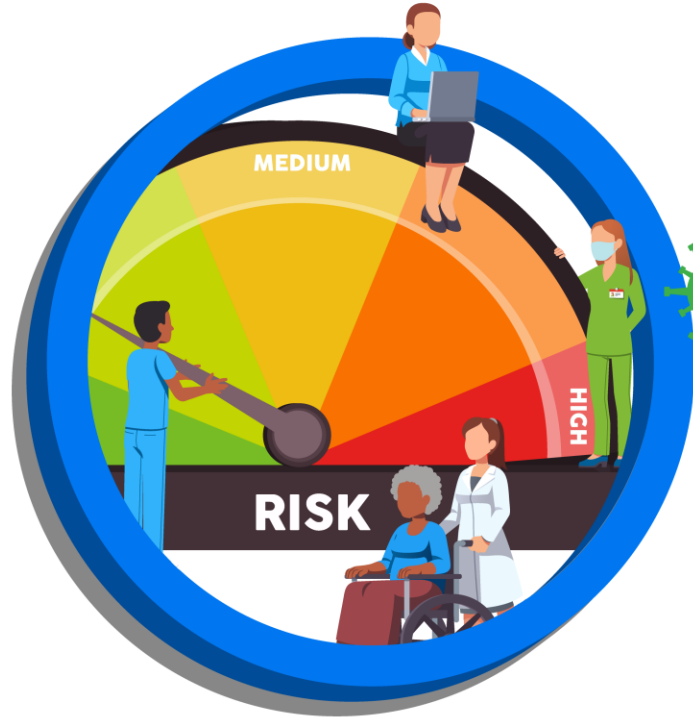
*Other topics, incl DCP, Training and The Pad Project*

*Update from HCC*



*Event closes*

# Today's Event



**Risk Positive & Root Cause Analysis**



**Update from Public Health**



**Capacity and Consent**

## Anyone who provides adult social care in Hertfordshire can be a member

From Residential and Nursing Homes, Care at Home, Day Services, Nursing Agencies and Hospices to Direct Employers & Supported Living.

**Membership costs just £60 per site annually (£80 if not paying by Direct Debit)**

**The membership year runs from 1st April to 31st March.**

### Organisations based in neighbouring counties can become an Associate member if:

- They have a site within Hertfordshire
- Have 50% of their clients based within Hertfordshire

### Direct Employers

For just £20, individuals who employ their own care staff can become a member of HCPA



“

*The HCPA Team value each provider as individuals, working alongside each organisation to develop values skills and objectives. Bridging gaps between statutory and non statutory organisations*

”



2023 - 2024

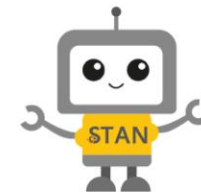
# The New Membership Year. What's New 2023 - 2024

- Updated benefits to Silver and Gold
- New membership brochure and others
- New fully funded projects and initiatives
- 'Ask Us Anything'!
- All your usual HCPA benefits plus more

# Make the most of your 2023 HCPA Member Benefits

With Exclusive access to...

- Manager mentoring and coaching including support in a crisis
- 24/7 access to the government recognised Provider Hub support line
- Free access to our nationally recognised recruitment service
- Toolkits and checklists to help quality assure your business
- Bespoke fully funded Care Sector training
- Invitation to member networking events





**As a membership organisation we partner with leading businesses to support you in all your business needs. As a member you have exclusive access to...**



- Legal advice - 15% off Ridouts headline prices
- Up to 30% off essential supplies and clothing with Arco
- Exclusive discounted prices on photocopying equipment and bulk printing with Inception
- Preferred rates to join Peninsula Business Services, assisting with HR and Health and Safety
- Member rates on telecoms, mobile phones, SIM cards and Wi-Fi via SimCredible
- Preferred rates with Townergate insurance
- Large savings on Utility bills via Business Saving Experts
- Access to lower cost business support, consultancy, policy writing, food solutions and IT via our partner services

## SILVER ELIGIBILITY

At least 10% of your staff using free Academy staff benefits.  
2 x people who have each attended designated leadership courses.

### Silver Benefit

Leadership culture ½ day course (webinar style, open to all silver members, by invitation, no cap)



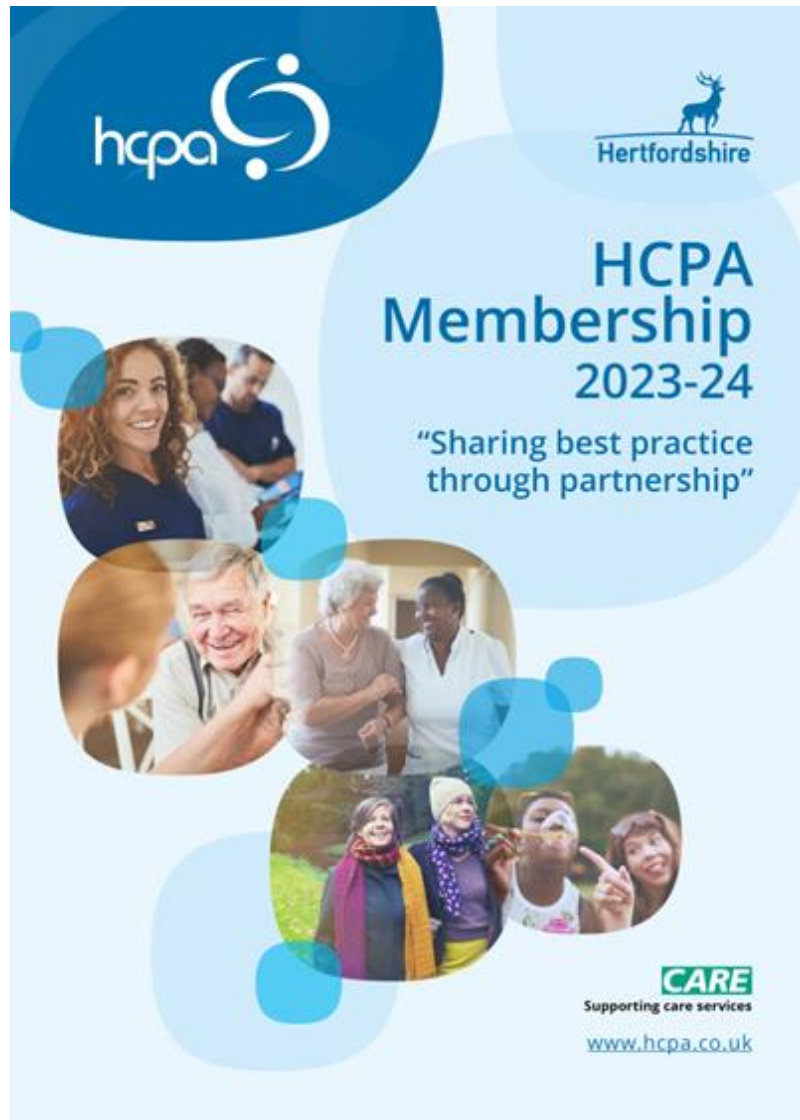
## GOLD ELIGIBILITY

STAN  
IFS  
Culture Check  
PAMMS/CQC Good overall rating

### Gold Benefit

Marketing package (Gold shout out/ Gold logo / Gold membership list in brochure)  
Bespoke Behaviours Framework consultation with Leadership T.E.A.M ½ day





Brochure includes:

- Promoting membership
- Members benefits
- Services HCPA provide
- Services our strategic partners provide

"The HCPA Team value each provider as individuals, working alongside each organisation to develop values skills and objectives. Bridging gaps between statutory and non-statutory organisations"

# Newsletters

View this email in your browser

## HCPA ENEWS

Including important COVID-19 updates

Wednesday, 15th February 2023

**Headlines:** **Keep updated**

- [Advanced planning & ReSPECT](#)
- [Skills for Care Funding](#)
- [Government Free PPE supplies](#)
- [NHS Wellbeing Service](#)

### Advance Care Planning and ReSPECT update

HCPA have now had confirmation that wet signatures AND digital signatures should be accepted on ReSPECT forms, as we understand there has been variation in whether this is accepted across the East of England Area.

"ReSPECT forms have been used in some instances where the response, the information on the forms and checked that the forms have a legally binding document visit [ReSPECT: Free UK](#) for further information."

Providers are advised that there should be a...

### Advance Care Planning March

View in browser

## Training Zone

### First Aid Skills

In a first aid emergency, are your teams ready to save a life?

The Health and Safety (First Aid) Regulations 1981 and Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 18 require Care providers to provide adequate and appropriate first aid provision to meet the needs of the staff and people using services at all times.

We have a number of training options available to ensure your first aiders feel confident in any workplace emergency.

**First Aid at Work**  
Duration: 3 day course  
Prices: £200 to HCPA Members | £350 non-members

View in browser

## Celebrating THE QUEEN'S Platinum Jubilee

Get involved in celebrating Her Majesty's historic reign in the run up to the Platinum Jubilee Central Weekend which takes place from 2nd to 5th June.

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## FRIGHTFULLY GOOD OFFERS

In this month's issue:

- [Heat your home for less](#)
- [Wellbeing checklist](#)
- [Microclimate records](#)
- [Academy awards](#)

Follow us on social

Dear Affiliate,

With October shortly arriving we understand that many of you will be feeling the pressures of rising energy costs and general cost of living.

Although we cannot change the price of heating your home or petrol, the Care

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## GOODCARE Hertfordshire MONTH

January 2023

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## World Antimicrobial Awareness Week 2022

18th - 24th November

HANDLE ANTIMICROBIALS WITH CARE

- Antibiotics
- Antivirals
- Antifungals
- Antiparasitics

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## IMPORTANT UPDATE from Herts County Council

### Funding - Letter to HCC Commissioned Providers

Please carefully read the letter registered with CQC who support:

- Older People
- People with Physical Disability
- People living with mental health issues

Letters will be sent to those who are registered with CQC who support these groups.

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## IMPORTANT UPDATES!

On Wednesday (9th November) we ran an antimicrobial awareness session regarding Resource ThickenUP which could be misleading. The image that was used could therefore lead to confusion.

Resource ThickenUP is being withdrawn from the market at the end of 2023, however the first line product in Hertfordshire hospitals is Resource ThickenUP Clear. There are no changes to Resource ThickenUP as a first line product or the ongoing supply of it.

Identifiers are changed from Resource ThickenUP to Resource ThickenUP Clear. The change should be followed from their Speech & Language Therapy services.

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## COLD WEATHER ALERTS!

KEEPING EVERYONE SAFE IN COLD WEATHER

In light of the cold weather warning, HCPA would like to share some key messages and advice...

There is a 70% probability of severe cold weather conditions/heavy snow between 6pm on Sunday the 15th January and 9am on Thursday the 19th of January in parts of England. This weather could increase the health risks to vulnerable people and disrupt the delivery of services.

Please refer to the national [Cold Weather Plan](#) and your emergency plan for appropriate preventative action.

This is a **Yellow level warning (level 2)** for East of England: "Becoming colder through Monday the 16th of January, with daytime temperatures falling and widespread overnight frosts. Any isolated showers becoming increasingly wintry through Monday."

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## The IMPORTANCE of Infection Protection & Control...

Control Awareness Week draws to a close, we would say thank you to all those who participated in the week.

Or perhaps you found out that you are a true IPC professional!

It remains of high importance that your staff are encouraged to book their COVID-19 and flu vaccinations to provide the best protection against getting seriously ill from COVID-19 and influenza.

If IPC Awareness Week, following the correct infection prevention and control measures, should be a consistent practice.

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## Moving & Assisting: Train the Trainer

STARTING 13TH JANUARY

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## Intensive Leadership Interventions, they come in all shapes and sizes...

Did you know that "Well Lead" is an area where services are falling under par. Have you thought about the skills of your leadership team recently?

HCPA has a job to do to support you in the best, most convenient way and so we have a number of leadership interventions which are designed to support your leadership team at all levels.

Our Skills for Care Centre of Excellence have secured funding which will support intensive interventions (subject to you completing the paperwork, TAC apply) and we would love to know what you need.

We can offer you anything from half day interventions to full long term programmes and we can work with individuals in your service or with whole teams. We can support you in a number of ways, including but not limited to:

- Skills for Care Leadership Development Programme
- Skills for Care Leadership Development Programme (this is only for those who are currently in a leadership role or those who would benefit from additional continuing professional development)

Fill out the below questionnaire now and we will get in touch with you to discuss the best intervention suited to your needs.

## Your Mental Health Service Forum

For Managers, Team Leaders & Senior Staff

## Nursing E-News...

View in browser

## DSPT BETTER SECURITY. BETTER CARE. LEGALLY REQUIRED.

**BE DATA WISE**

Everything we do online generates data and while it's easy to feel a lack of control over the information that gets collected, there are steps we can take to learn how to manage the information we collect and process, and how best to keep it safe and secure.

See below some details about upcoming webinars which you and your staff may find useful.

### Data Processing workshop - FREE

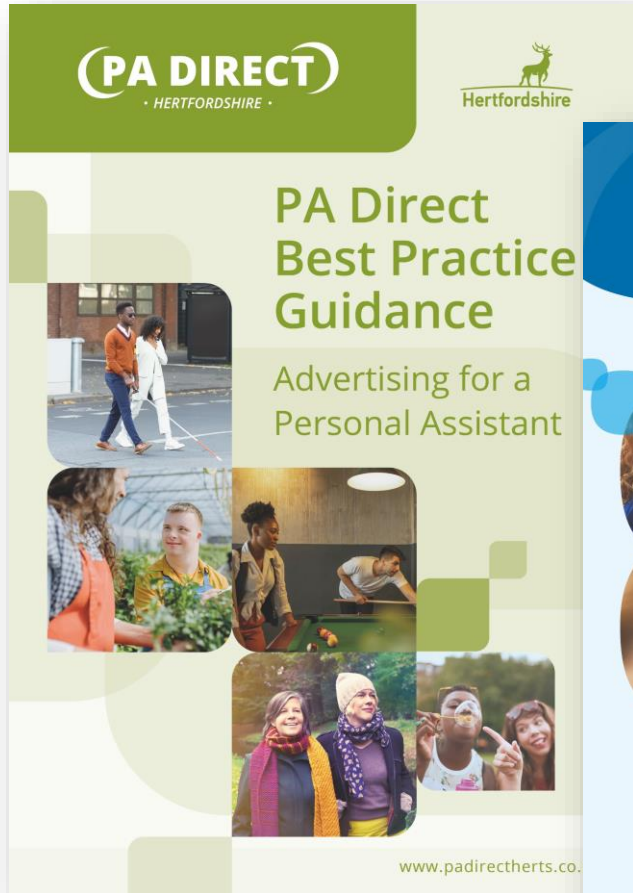
24th November | 1pm -2pm

Did you know that as part of GDPR and the Data Protection Act (2018) it is a legal requirement for care providers to document the personal data handled and shared? This document must be made available to the ICO (Information Commissioner's Office) - the regulator for data protection - on request.

Having a record of your data not only fulfils legal requirements, but also helps with subject access requests and if, heaven forbid, you suffered from a cyber attack, it would be a very useful reference for you to work through to enable you to get your critical systems back up and running so your business can continue to function. It is easier to source data when you know where it is kept - and the information recorded will also form the basis of your privacy notice.



# A catalogue of brochures and toolkits

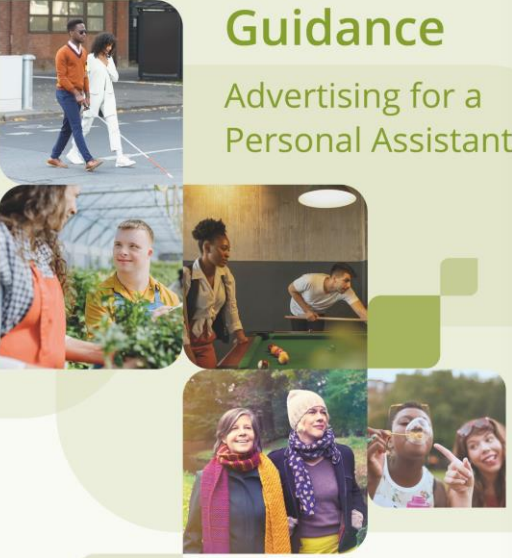


**PA DIRECT**  
HERTFORDSHIRE

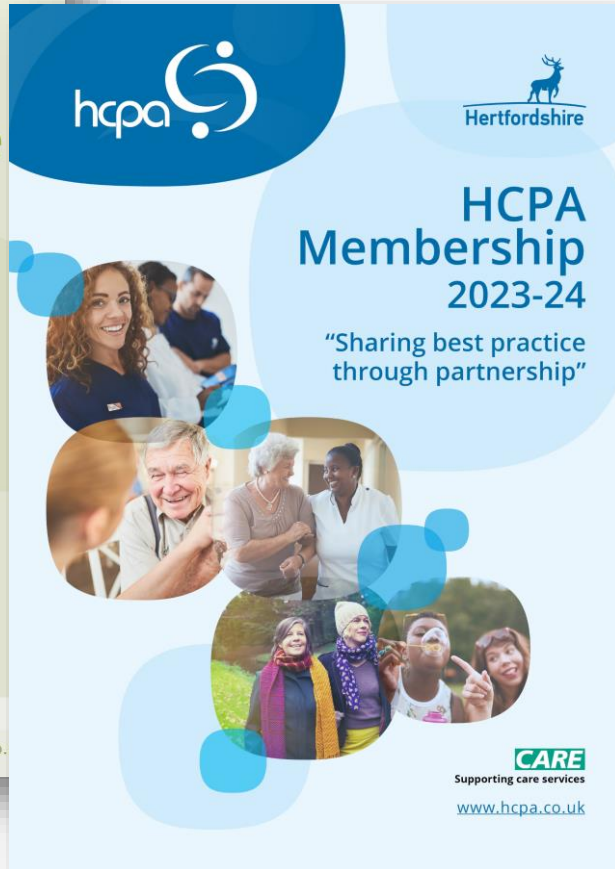
Hertfordshire

## PA Direct Best Practice Guidance

Advertising for a Personal Assistant




[www.padirectherts.co.uk](http://www.padirectherts.co.uk)



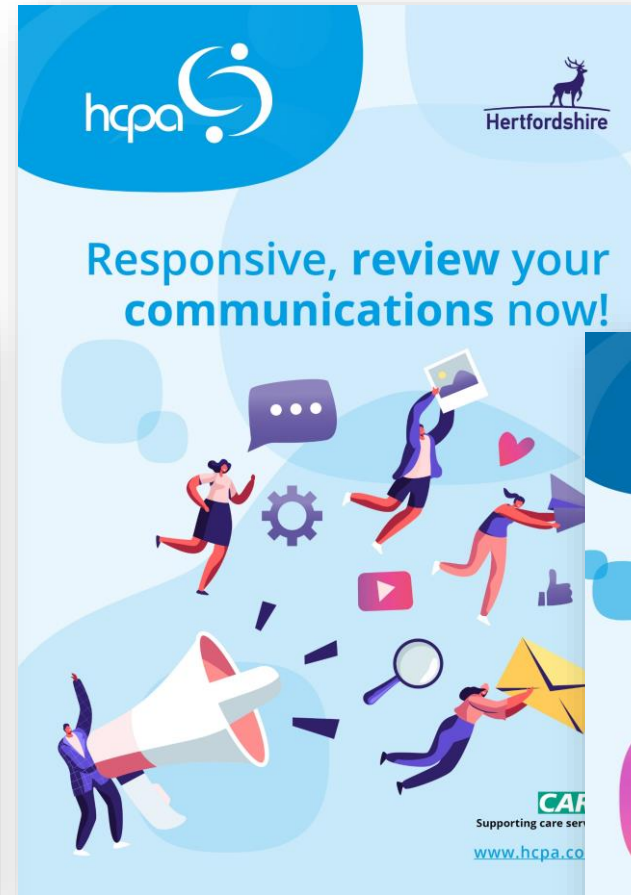
**hcpa** Hertfordshire

## HCPA Membership 2023-24

"Sharing best practice through partnership"




**CARE**  
Supporting care services  
[www.hcpa.co.uk](http://www.hcpa.co.uk)



**hcpa** Hertfordshire

## Responsive, review your communications now!



**CARE**  
Supporting care services  
[www.hcpa.co.uk](http://www.hcpa.co.uk)



**hcpa** Hertfordshire

## Social Media Toolkit



**CARE**  
Supporting care services  
[www.hcpa.co.uk](http://www.hcpa.co.uk)

# LEADERSHIP EDUCATION COURSE BROCHURE



## INTRODUCTION

IMPROVING QUALITY OF CARE THROUGH LEADERS



“A Well Leaf organisation will be envious to gaining ‘best-in-class’ at inspection. It is vital that leaders at all levels are given the resources they need to not only do their job but also to reflect on their own practice. HCPA’s leadership courses are all designed to focus on the care sector and not just on theoretical courses. Leadership. There are courses for all levels of leadership from senior managers. Provides to discuss and plan new strategies, ways to be transformational with their courses are written in a way to without feeling that aims are beyond be carried out in a real working world.”

HCPA’s Leadership Practice Education extensively within the Social Care sector range of positions to include Senior Services, Operations Directors, Head Development, Quality & Compliance, Business Starts Up, Supported Living bring a wealth of experience and knowledge to support you to develop yourself, your service.

**DAVID STRAHAN-HUGHES**  
LEADERSHIP AND COMMERCIAL EDUCATION

HCPA.INFO/UPCOMING-TR  
LEADERSHIP@HCPA.CO.UK



## MANAGING DIFFICULT CONVERSATIONS: A GUIDE FOR LEADERS

**DURATION**  
Half-day

**INFORMATION**  
This course is suitable for line managers or those in a leadership role who are responsible, or oversee performance management, capability and disciplinary procedures. The course will enable learners to learn how to initiate and manage challenging conversations using effective and practical techniques. Challenging conversations can include issues relating to performance, managing challenging people and resolving conflict.

**LEARNING OBJECTIVES**

- Articulate the importance of managing challenging conversations
- Manage performance around sensitive subjects using practical and effective techniques
- Be able to initiate and lead an effective conversation and focus on utilising win-win strategies for the parties involved
- Support new supervisors to effectively deal with staff who can be challenging

“ I found the course to be engaging and had a great balance of teaching and interactivity.”  
**KG, HERTFORDSHIRE INDEPENDENT LIVING SERVICE**

**PRICING**

	MEMBERS	ASSOCIATE	NON-MEMBER
OPEN COURSE	Fully Funded	£35pp	£47pp
EXCLUSIVE FOR YOUR ORGANISATION*	£30pp	POA	POA

\*Minimum numbers and terms and conditions apply

To find out more, contact [leadership@hcpa.co.uk](mailto:leadership@hcpa.co.uk) or to book a course, visit [www.hcpa.info/upcoming-training](http://www.hcpa.info/upcoming-training)

## BE DATA WISE DSPT TOOLKIT BACKUPS

**EXAMPLES OF CYBER/RANSOMWARE ATTACKS**

- "Cannibals" cyber attack on the Irish Health Service
- Rector and Cleveland Council cyber attack

**LESSON LEARNED**  
Ensure you have capacity to restore your systems... make sure you can recover at speed

**WHY WOULD ANYONE WANT TO ATTACK A CARE PROVIDER?**

Backups are a way to get your information back if the original is lost or damaged, such as deleted by mistake, a broken computer, stolen laptop or virus has been hacked and the hackers have locked out your systems. Ideal if you have a new device and you want to copy existing files on to it, you can retrieve it from your backup.

**YOU MAY ASK YOURSELF: Why would anyone want to attack a care provider? But we are talking about unscrupulous people with all sorts of motives, eg financial gain, or they are looking for a challenge to see what is technically possible. Whatever the reason, personal data can be very valuable to criminals. Take the cyber attack on the Irish Health Service or the one on Rector and Cleveland Council which unduly impacted social care services in the area.**

In the Health Service appointments in some areas dropped by 80%. It took four months to recover and affected every aspect of patient care. Health records were shared online. The region on this has some of the highest awareness not least in their cyber security and resilience practices, or staff awareness training and of course backups.

We care providers want to experience a situation like this. You need your organisation in place and have good backups to that if the worst does happen, you can restore the data you need and have your systems back up and working as quickly as possible.

**DOWNLOADING HEALTH RECORDS**

For more information, email [dataprotection@hcpa.co.uk](mailto:dataprotection@hcpa.co.uk) or phone 01777 70018

## BE DATA WISE DSPT TOOLKIT BUSINESS CONTINUITY PLANS

**BUSINESS CONTINUITY PLANS**

It is a plan for keeping your business running in the event of an emergency. Typically they focus on the people being cared for - how can we care for people if there was a power cut for example, local flooding, a pandemic.

However, having records of personal data available is also important for care and for staff - e.g. people's medication records, staff lists etc.

They should also cover data and cyber security e.g. how you would access your records if there was a fire in the office, or the internet goes down or you are hacked for example.

**DSPT ASKS:**

1.2.2 Does your organisation have a documented continuity plan that covers data and cyber security?

7.2.1 How many your organisation has in place and cyber security aspects of its business continuity plan?

**NOTE**  
If you are completing the DSPT for the first time, these questions are not included for Accreditation Standards. But they are being practice, so you need to know this.

**WHERE TO**

A BCP will protect your service and ensure it can continue to provide a service to your clients.

## BE DATA WISE DSPT TOOLKIT RECOMMENDED IT HARDWARE AND SOFTWARE

1. Digital Social Care - Help you manage your data and ensure it is secure and available for use purposes
2. Microsoft Office - Required for all staff to use and available for use purposes
3. An account for all digital protection services you need to use
4. The use of mobile devices
5. Digital protection services you need to use for all staff
6. Email archiving / migration service
7. Secure the words of service technology - ensuring everything is secure
8. Managing Digital Care Records - ensuring you have a secure and available record of all digital care records
9. Cloud storage for backup / recovery
10. Digital protection services you need to use for all staff

## BE DATA WISE DSPT TOOLKIT ENCRYPTION AND PASSWORDS

**PROTECTING DEVICES**

As well as good passwords and backups, how the call devices that we use to store or access people's information be protected?

Laptops, tablets and smart phones are particularly vulnerable to being lost or stolen. They need to be made secure so that if they become your information about people doesn't get into the wrong hands. And that includes when people use their own devices such as their own smartphone to access people's data. Are those devices safe?

**DSPT ASKS:**

4.5.2 Are all laptops and tablets or removable devices that hold or allow access to personal data, encrypted?

4.5.4 How does your organisation make sure that staff directors, trustees and volunteers use good password practice?

9.1.3 Does your organisation make sure that the passwords of all networking components, such as a wifi router, have been changed from their original passwords?

**PASSWORDS**

THE FOLLOWING SHOWS YOU WHAT YOU NEED TO HAVE IN PLACE:

- UNLOCK PASSWORD OR PIN
- FINGERPRINT OR FACE UNLOCK
- ENCRYPTION

For more information, email [dataprotection@hcpa.co.uk](mailto:dataprotection@hcpa.co.uk) or phone 01777 70018

## USEFUL RESOURCES TO RESEARCH DIGITAL TOOLS

1. Digital Social Care - Help you manage your data and ensure it is secure and available for use purposes
2. Microsoft Office - Required for all staff to use and available for use purposes
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**FREE LOCAL HELP IN EAST OF ENGLAND**

**HERTFORDSHIRE, ESSEX, THURROCK AND SOUTHWICK**  
Hertfordshire Care Providers Association  
<http://www.hcpa.info/digital-protection>  
[help@hertfordshirehcpa.co.uk](mailto:help@hertfordshirehcpa.co.uk)  
01777 700 018

**BEDFORDSHIRE - CENTRAL BEDFORDSHIRE**  
Bedfordshire Care Group  
<http://www.bedfordshirehcpa.co.uk>  
[help@bedfordshirehcpa.co.uk](mailto:help@bedfordshirehcpa.co.uk)  
01462 62311

**NORFOLK**  
Norfolk & Suffolk Care Support Ltd  
<http://www.norfolkandsuffolkhcpa.co.uk>  
[help@norfolkandsuffolkhcpa.co.uk](mailto:help@norfolkandsuffolkhcpa.co.uk)  
01463 62311

**CAMBRIDGESHIRE AND PETERBOROUGH**  
The Care Alliance (Cambridgeshire, Northamptonshire and Peterborough)  
[www.the-carealliance.org.uk](http://www.the-carealliance.org.uk)  
[help@the-carealliance.org.uk](mailto:help@the-carealliance.org.uk)  
01535 197711

**SUFFOLK**  
Suffolk Association of Independent Care Providers  
[www.suffolkhcpa.co.uk](http://www.suffolkhcpa.co.uk)  
[help@suffolkhcpa.co.uk](mailto:help@suffolkhcpa.co.uk)  
01793 32166

For more information, email [dataprotection@hcpa.co.uk](mailto:dataprotection@hcpa.co.uk) or phone 01777 70018



**Spread JOY not GERMS this FESTIVE SEASON!**

hcpa

**THE FUTURE OF TECHNOLOGY IN SOCIAL CARE**

DSPIT Better Security, Better Care, Legally Required. BE DATA WISE

hcpa

**CYBER SECURITY AWARENESS MONTH**  
OCTOBER 2022

BE DATA WISE

**Jackie saved £180 on a new microwave and dishwasher thanks to Tier 1 benefits!**

Care Professional Academy

**Slipper Swap!**  
Pick up your FREE slippers & prevent slips & trips!

Hertfordshire hcpa

**SERVICE SPOTLIGHT**

**STAN+**  
HCPA Skills Training And Needs audit

**NOT ALL Disabilities Are Visible!**

**GOODCARE**  
Hertfordshire



**GOODCARE**  
Hertfordshire



HCPA  
**PROVIDER HUB**  
ASK US ANYTHING

**hcpa**  **Impartial Feedback Service**  
Improving Care Delivery and Reputation



**Support Services from**  
**hcpa** 





# THE HCPA CARE PROVIDER HUB PROVIDING PEACE OF MIND.....



ASK us anything! We are your support service, here to answer your questions on all topics Adult Social Care related.

- Govt guidance, laws, standards and expectation.
- Covid: PPE, vaccinations and infection control.
- Liaison with Hertfordshire County Council.
- Funding, contracting and commissioning.
- Staff wellbeing and recognition.
- HR, Staffing and recruitment.
- Training and education.
- Business continuity.
- Data protection.
- Monitoring.
- Equipment.
- Insurance.

**Your hub, your support service.....**

**01707 708108 / [assistance@hcpa.co.uk](mailto:assistance@hcpa.co.uk) (Mon to Fri - 9am to 5pm). [www.hcpa.info/hub](http://www.hcpa.info/hub)**

HCPA: 'Sharing best practice in care through partnership'





**GOODCARE**  
Hertfordshire



HCPA  
**PROVIDER HUB**  
ASK US ANYTHING

**hcpa**  **Impartial Feedback Service**  
Improving Care Delivery and Reputation



**Support Services from**  
**hcpa** 



# REAL SAVINGS

Making the most of your membership ensures that you can save up to £8000 yearly on key services for your business...



Recruitment service

Academy benefits programme

Provider portal

Training

Business Development Services

Over £8000 in savings

# Make the most of your 2023 HCPA Member Benefits

With Exclusive access to...

- Manager mentoring and coaching including support in a crisis
- 24/7 access to the government recognised Provider Hub support line
- Free access to our nationally recognised recruitment service
- Toolkits and checklists to help quality assure your business
- Bespoke fully funded Care Sector training
- Invitation to member networking events



Jim McManus  
Director  
Public Health Hertfordshire

# Welcome to Connected Lives

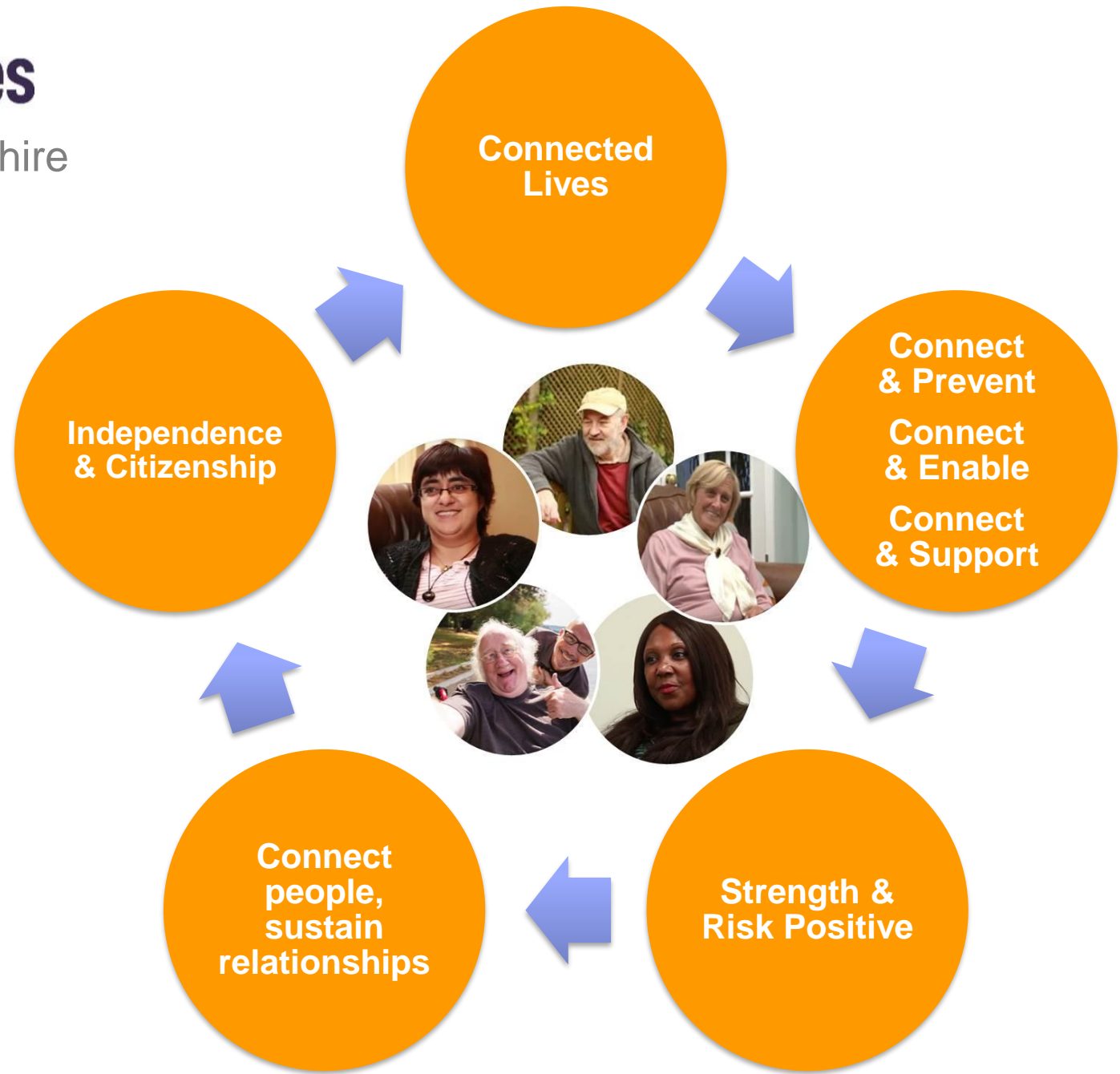
Lucy Rush Principal Social Worker. Director of Practice and Quality.

The core purpose of adult care and support is to help people to achieve the outcomes that matter to them in their life

Care Act 2014

# Connected Lives

A model for Hertfordshire





# Principles

Independence and Citizenship

Every contact is strength based and risk positive

Alternative to Traditional care services

Safeguarding

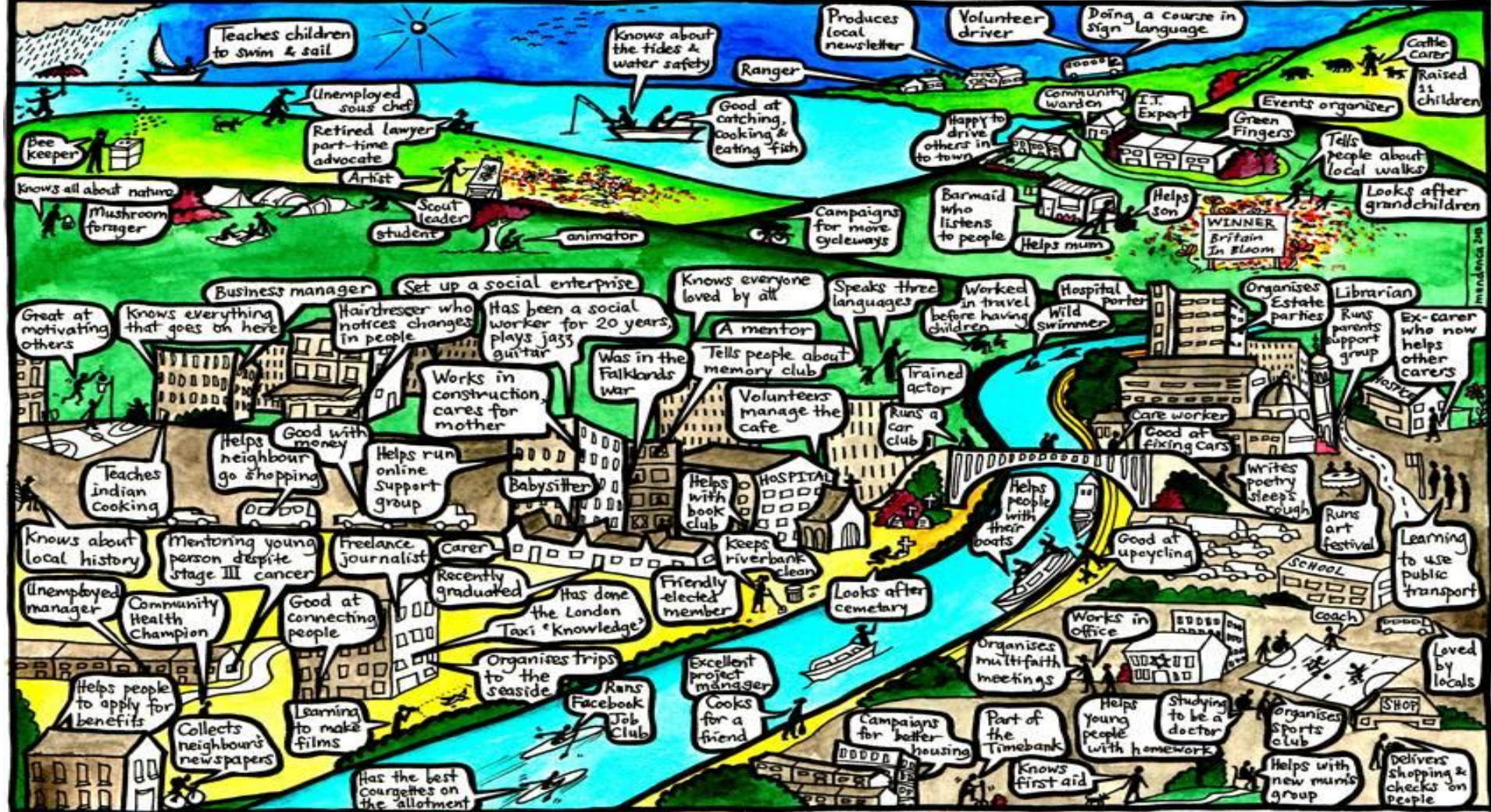
Clear Understanding of the Legal Frameworks

Timely and Defensible Decision Making

Value for money, effectiveness and efficiency

Working with partners and providers to deliver outcomes

Support for our staff



# Risk is good



# What do we mean by risk?

Risk is the possibility of something bad or harmful happening, usually thought of in terms of danger, loss, threat, damage or injury.

Risk is an integral part of a well lived life. All decisions involve an element of risk, and fear of supporting people to take reasonable risks in their daily lives can prevent them from doing the things most people take for granted.

It's an inevitable consequence of a fully lived life. "Reasonable risk" strikes a balance between the need to avoid harm and make meaningful choices over the way we live our lives.

# Benefits

Any effective risk assessment will highlight and understand the possible benefits of the risk as well as the possible harm.

Risk-taking can have positive benefits for people and their communities as they:

- play an integral part in exercising choice and control
- enable people to learn from their experiences
- enable individuals to understand their rights and responsibilities
- promote people to make their own decisions
- support people to change and grow in confidence.

# Managing Risk positively

Managing risk positively means:

- weighing up the potential benefits and harms of exercising one choice of action over another
- identifying the potential risks involved
- developing plans and actions that achieve the desired outcomes of the person at the centre

All the while, minimising the potential harmful outcomes.

# Positive approaches

These include:

- working with the person to identify what's likely to work for them
- listening to the views of carers and others around the person when deciding a plan of action
- weighing up the potential benefit and harm of choosing one action over another
- being willing to take a decision that involves an element of risk because the potential positive benefits outweigh the risk
- being clear to all about the potential benefits and harms of risk taking
- developing plans and actions that support the positive potential whilst minimising the possible harm to either the person or others
- ensuring that the person, their carer and others who might be affected are fully informed of the decisions, the reasons for it and the associated plans.

# Don't aim for Good Care

# Aim for Citizenship



# What does Connected Lives look like?

# Connected Lives case example

Mrs D's needs were not being met at her previous care home

Though unable to express her views, staff worked to understand how to better meet Mrs D's needs by considering her previously communicated views, presented behaviours and family reports

Supported Mrs D to move to another care home to be reunited with her sister and enable her daughter to visit more. Mrs D is now more settled, more trusting of carers and accepting of support

# Connected Lives case example

## Residential closure and move into Hemingford Road SL service

- Residential service: restrictive, traditional, created dependency – five people rarely left the service, with poor wellbeing outcomes
- Framework SL provider approached – had a property available in a good, **well-connected location**
- Commissioning-ops-provider worked well together – weekly **partnership meetings** before, during and after transition. Assurances around staffing and ability to meet **people’s individual needs** and **reach their potential**
- Transition included **strong management support** and ADT and commissioner oversight
- **Fantastic outcomes** for the people who moved: all now accessing the community (first time in years) and doing the things they want to; have significantly improved their wellbeing and quality of life. Costs initially high but will reduce over time.

# Link worker

Supporting a women in Supported Living to improve her mental health after a difficult few years

She can now cook healthy meals, has 2 new guineapigs and is planning to redecorate to make her flat feel like home



# Commissioning

The needs of each person are identified through a **Connected Lives assessment**



- outcomes focussed care & support plan
  - risk assessment
- a weekly sum of hours required to support these outcomes

Will also provide any **key information**



- fixed times, spacing of visits, double ups
- gender preference where this is important
- a suggested initial plan of care delivery (e.g. we would expect this to be delivered over 4 visits per day)
  - **ebrokerage**

Provider and individual should **agree how hours will be used** across week



can be adapted as person's needs change without coming back to ACS, **but must meet the person's needs, not the provider's.**

# What about you?

1. How do you use Connected Lives in your role?
2. What are some of the challenges to working in a Connected Lives way for you?
3. What questions do you have about Connected Lives?
4. What support do you need to improve your use of Connected Lives?
5. Do you have an example of good Connected Lives practice to share?

# Any Questions or Feedback?



# Michelle Airey

*Head of Education & Quality Improvement*



# Joanne Cooper

*IQA and Teacher Training Manager*

An illustration of an iceberg floating in a dark blue sea under a light blue sky. The iceberg's tip is white and jagged, while the submerged part is a large, multi-faceted blue mass. A white speech bubble with a black border points to the tip, and another points to the submerged base. Stylized clouds are visible in the background.

**Active Failures**

**Latent Conditions**

**Active failures, shown as the “tip of the iceberg,” reveal only the proximate causes of an event**

# History of Root Cause Analysis



- The invention of RCA is credited to Sakichi Toyoda the king of Japanese inventors, who was also known as the Japanese Thomas Edison and the founder of Toyota.
- Toyoda called the method the 5 whys, this asks why 5 times until the root cause of a problem is found

# What is Root Cause Analysis?

- Is a problem solving tool for discovering the real causes of problems or difficulties, including incident management.
- These include concise or full investigations, serious case reviews and safeguarding vulnerable adults investigations.
- It aims to provide a clear and structured method to provide a consistent approach to incident reviews.
- The process also ensures openness with the victim, the family and the staff involved.



# What is Root Cause Analysis?

- Root Cause Analysis enables us to dig deeper and establish the story behind the concern.
- RCA will support us to get things right the next time
- We must ensure that everyone involved takes an active role in trying to get the root and establish the cause
- RCA can be considered a reflective tool and to do this well, we must be focussed, open minded, patient and professionally curious.



# What are the benefits of using Root Cause Analysis?



- It helps in developing a logical approach to solving problems.
- Continually improves the quality of your service
- Customer service
- Longer lasting solutions
- Improve safety
- Identifies training needs
- Encourages reflective thinking
- Encourages staff to become professionally curious

# When should Root Cause Analysis be used

When you are trying to -

- Determine what happened.
- Determine why it happened.
- Figure out what to do to reduce the likelihood that it will happen again.

“  
*Considers failings  
in systems not  
people*  
”





# The 5 Whys

Define the Problem



Why is it happening?



Why is that?



Why is that?



Why is that?



Why is that?

Root Cause



# How to use it

Write down the specific problem.

- This helps you formalise the problem and describe it accurately. It also helps a team focus on the same problem.
- Use brainstorming to ask why the problem occurs then, write the answer down.
- If this answer doesn't identify the source of the problem, ask 'why?' again and write that answer down.
- Loop back until the team agrees that they have identified the problem's root cause. This may take fewer or more than five 'whys?'

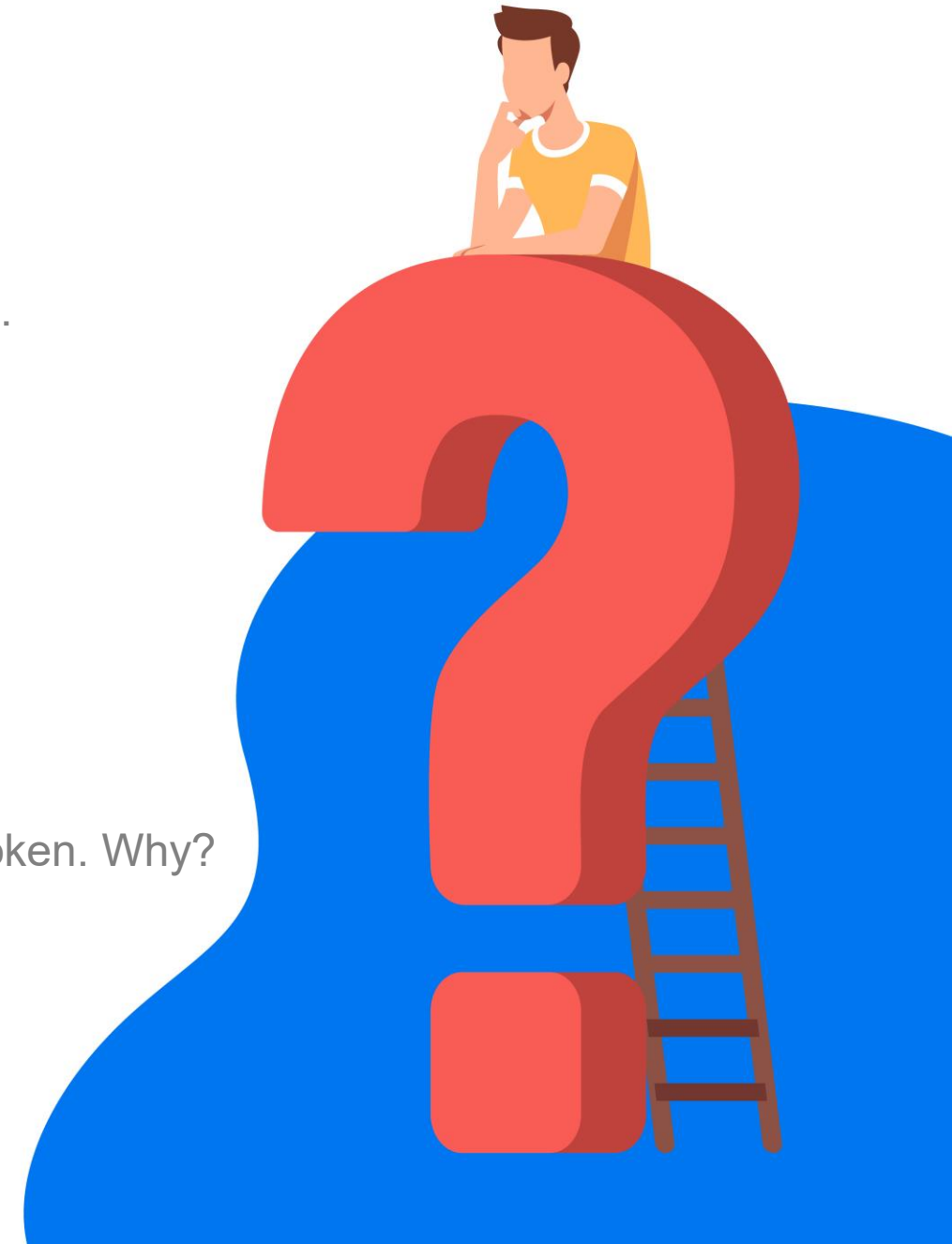


# Why is it important to ask the right questions?

If you don't ask the right questions, you won't get the right answers.

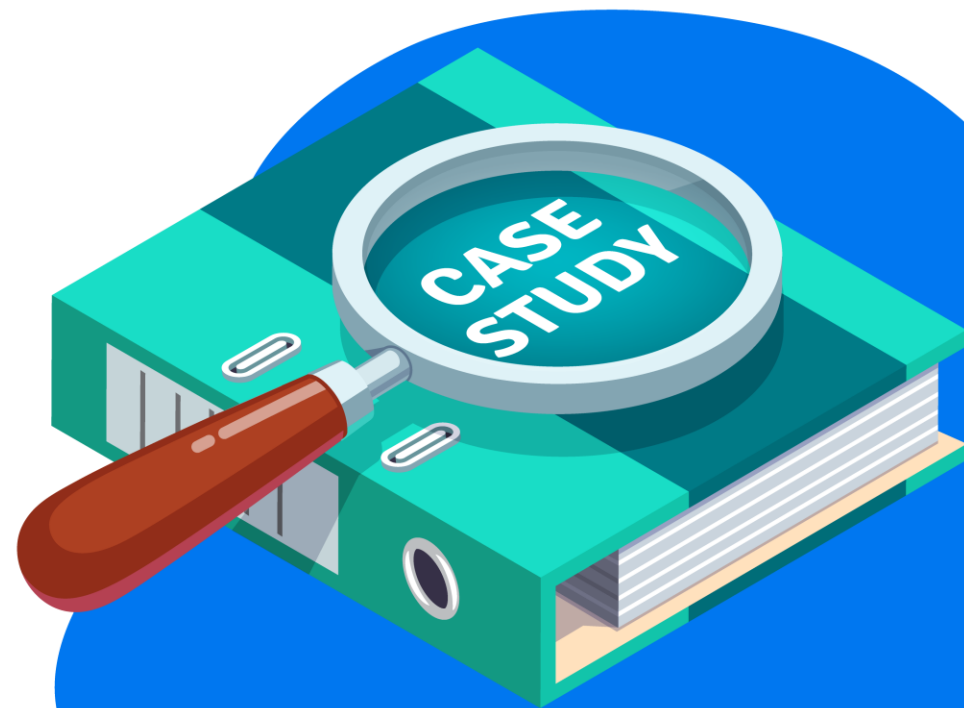
An example of root cause analysis using five whys would be:

- The patient was late in theatre, it caused a delay. Why?
- There was a long wait for a trolley. Why?
- A replacement trolley had to be found. Why?
- The original trolley's safety rail was worn and had eventually broken. Why?
- It had not been regularly checked for wear. Why?



# Mrs. Foster

- There was a raid by Immigration on Carefirst24 – it was found that many of the staff were working illegally.
- The raid was planned with relevant agencies including ASC
- Staff responding were acting out of their usual roles.
- Funded clients known to ASC were identified in advance & their needs were met.
- Plan to prioritise protection of supported individuals. List of privately funded supported individuals was made available to ASC midday.
- Mrs. F name & contact details on that list & request to offer support & alternative provision were made that day.
- Arrangements were successfully implemented for everybody other than Mrs. F.
- Her name was forgotten.
- Friend visited on 17<sup>th</sup> Jan – Mrs. F was laying on bed & grunted – Her friend was used to this & thought Mrs. F was grumpy.
- Parties believed that all service users had been cared for until 24<sup>th</sup> when Mrs. F was discovered to be dying by district nurse.



**Q&A**



# Brunch



# Carolyn Mckintosh DoLS Team Manager

The MCA 2005

# A guide to consent and decision making

Carolyn McIntosh DoLS Team Manager





**Every** adult has the right to make their own decisions if they have the capacity to do so. Family, carers and healthcare or social care staff must assume the person has capacity to make decisions, unless it can be established that they don't have capacity.

**All** people should receive support to make a decision before concluding that they lack capacity.

It is **Important** to balance people's rights to make decisions with their right to safety and protection when they may not be able to make a decision.

**NB** – getting this right is really important

Being found to lack capacity can restrict certain rights.

Being assessed as having capacity to make decisions you don't really understand could place you at risk of harm.

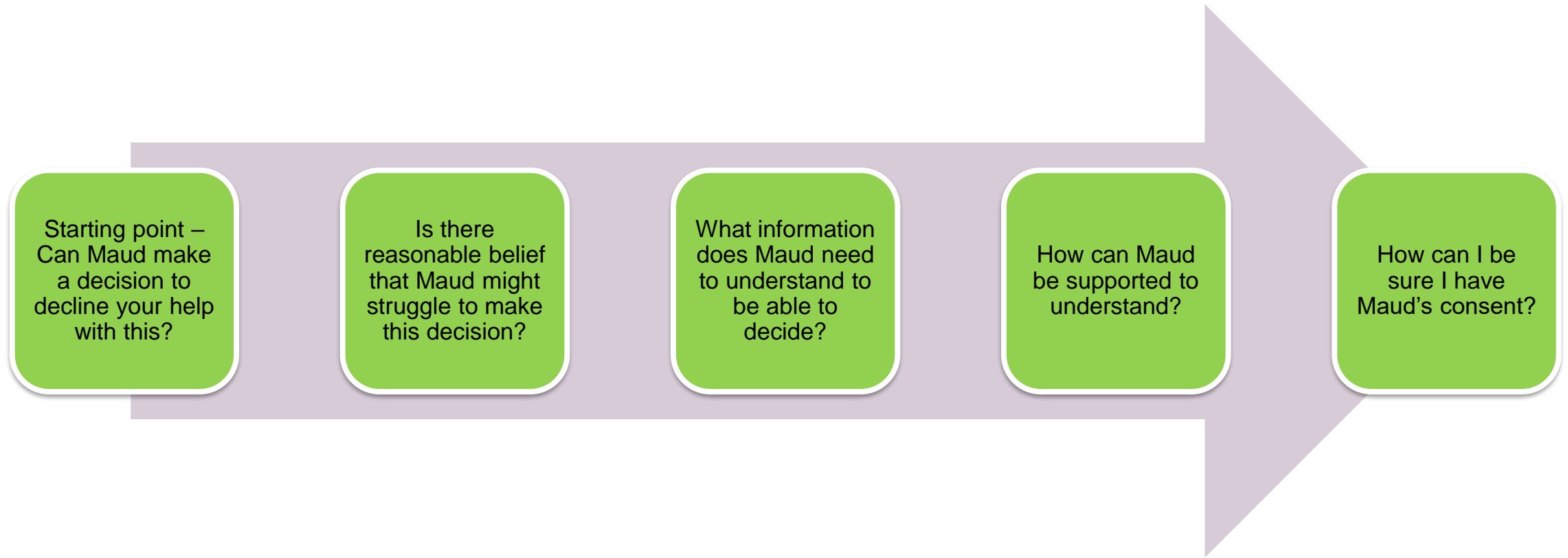


# Maud

- Lives alone
- Has a diagnosis Parkinson's disease & Lewy Body dementia
- Is being treated for a UTI
- Has been incontinent during the night
- Needs support with changing her bedding and nightclothes
- Maud doesn't want any help with this task



# The decision



# Can Maud?

Understand?

Retain?

Use and weigh?

Communicate her  
decision?

Does Maud have  
an impairment of  
the functioning of  
the mind or brain?

Is the impairment  
the reason she  
can't make the  
decision?

# I believe Maud has capacity so what now?

If Maud has capacity,  
she is the decision  
maker

She may make a  
decision I don't agree  
with. This is her choice

I should keep a record of  
my conclusions

include evidence of the  
steps I took to support  
Maud with her decision  
making – Referred to in  
the Act as practical steps

I should record the  
decision Maud makes  
and evidence that she is  
the decision maker

# If I can't gain consent to help what do I do?

The MCA 2005 says you can't do nothing

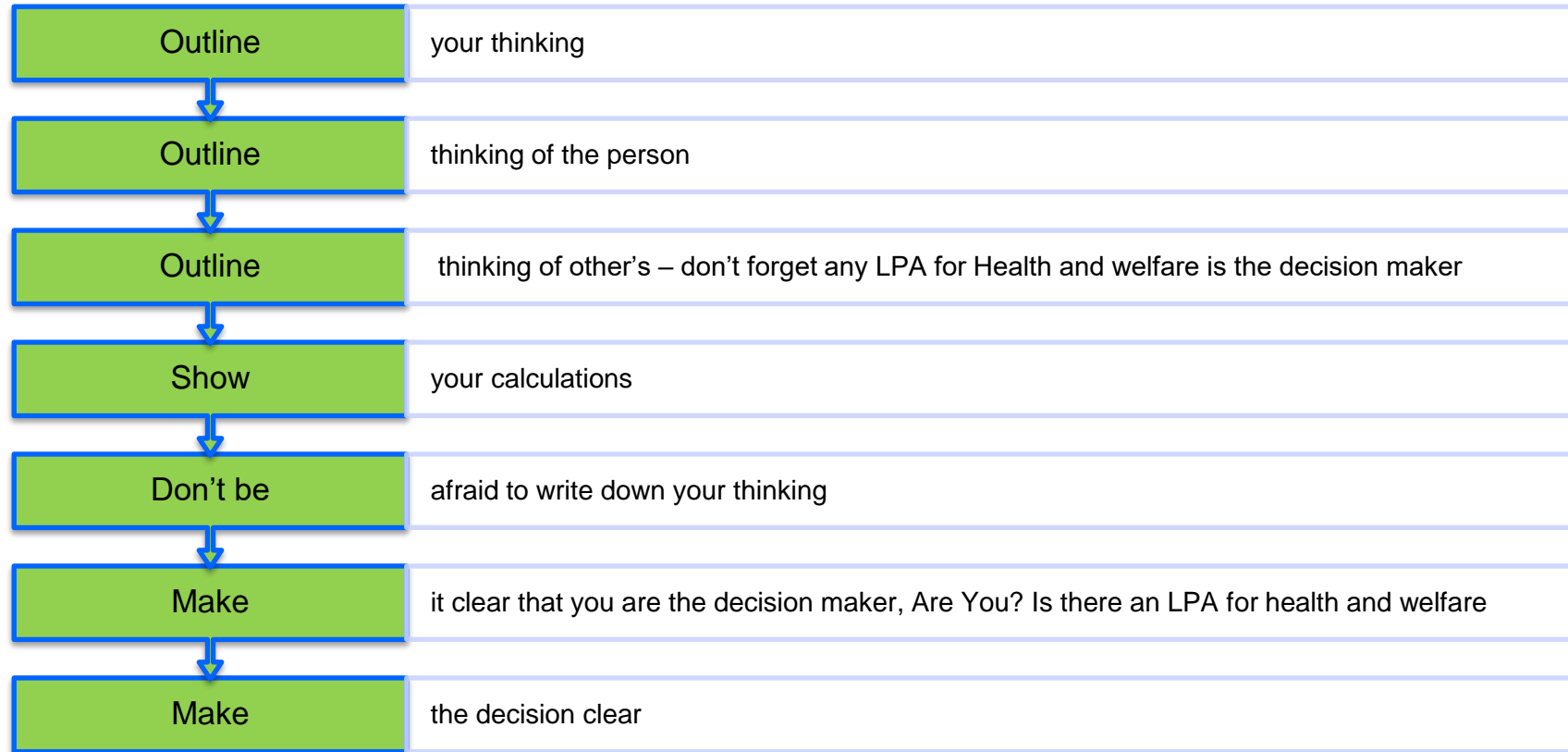
By this we mean you have to consider the options and be able to justify your actions

Think about how you will explain your decision

You may not be able to do what you wanted to help— that's ok if you can rationalise this and show it's in Maud's Best Interests

You will need to refer to others for support & consider advanced care planning

# Recording for good practice, recognition and protection from liability



# Any Questions?



## Useful information

- The Mental Capacity Act code of practice is available at:  
<https://www.gov.uk/government/collections/mental-capacity-act-making-decisions>
  
- The DoLS Team  
[dolsteam@hertfordshire.gov.uk](mailto:dolsteam@hertfordshire.gov.uk)  
Tel 01438 843800
  
- SCIE  
[www.scie.org.uk](http://www.scie.org.uk)
  
- POhWER  
Provider of Advocacy and IMCA services for Hertfordshire via:  
Tel 0300 456 2370  
[www.pohwer.net](http://www.pohwer.net)



# Samantha Guest

*Ridouts*

# RID OUTS

## Safeguarding: a practical discussion

**Samantha Guest**  
**Lawyer, qualified in New Zealand**



# A definition:

## Safeguarding is –

*“protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations **working together** to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult’s wellbeing is promoted...”*



# Six Principles:

1. **Empowerment**
2. **Prevention**
3. **Proportionality**
4. **Protection**
5. **Partnership**
6. **Accountability**



*... working together...*



# Investigation Outcomes:

1. **Substantiated:** there is evidence to prove the allegation.
2. **Malicious:** there is sufficient evidence to disprove the allegation and there has been a deliberate act to deceive.
3. **False Allegation:** there is sufficient evidence to disprove the allegation, however there is no evidence to suggest that there was a deliberate intention to deceive.
4. **Unsubstantiated Allegation:** there is insufficient evidence to either prove or disprove the allegation.
5. **Unfounded:** this reflects cases where there is no evidence or proper basis which support the allegation being made.



*... working together...*



# Points to Remember:

- Request all available information.
- Stay Calm!
- Don't feel any pressure.
- Keep the purpose in mind.
- Work together.





And remember:

*... we are always here to help!*



# RIDOUTS

## CONTACT US

[www.ridout-law.com](http://www.ridout-law.com)

<https://www.ridout-law.com/subscribe/>



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Ridouts Professional Services Ltd



**Q&A**



# Sarah Joubert

*The Pad Project*



# INTRODUCING THE PAD PROJECT UK TO HERTFORDSHIRE

SARAH JOUBERT – FOUNDER  
ALETHIA SHIOLOU – CHARITY PROJECT MANAGER  
CHRIS CHATTERTON – EXPERT BY EXPERIENCE

Supported by





**#dontdumpdonate**







# WHAT IS GOING IN THE BIN?

**In many countries adult incontinence pads now outsell infant nappies (Japan, USA and UK)**

**NHS spends £80 million per year on incontinence products (NHS England report, 2018)**

**A single pack of 24 adult all-in-one wrap around incontinence pads can cost over £20**

**Research from Queensland university (2022) found that adult Inco products will outnumber infant nappies in landfill between 4 and 10 times by 2030**

**With rapidly ageing populations across the world, this issue is only going to grow**

**Infant nappies and adult pads can take up to 150 years to break down in landfill**

**Resource intense products (water, paper pulp, saps, waterproof plastics & energy)**





# HOW THE PAD PROJECT WORKS

**RECYCLING**

**SUPPORT FAMILIES**

**SUPPORT FOR YOU**



# RECYCLING

## THE HUB

A CENTRAL RECYCLING HOME FOR THE COLLECTION AND RECYCLING OF DONATIONS OR UNUSED MEDICAL HYGIENE CARE SUPPLIES.

## DROP ZONE

A DESIGNATED AREA FOR PEOPLE TO DONATE MEDICAL HYGIENE CARE SUPPLIES WHICH WILL BE COLLECTED AND TAKEN TO THE HUB FOR RECYCLING TO PEOPLE WHO NEED THEM.



Other items that have been donated which were destined for the dump!





# SUPPORT FAMILIES





# Items cleared for families following the loss of a loved one

**We will arrange for equipment left behind to be collected by the services providing them:**

- Beds**
- Hoists**
- Tables**
- Walkers**
- Commodes**
- Everything!**

**Incontinence items and carer provisions will be collected by The Pad Project UK**

- Incontinence Pads**
- Disposable pads or pants**
- Absorbent bed pads / waterproof**
- Reusable bed pads**
- Toileting aids**
- Everything!**



# SUPPORT FOR YOU

Guidance for people living with  
or newly diagnosed with incontinence

With Chris and The Pad Project UK





# WHAT MAKES CHRIS THE EXPERT?



- ❑ Originally a lab-based Research Scientist
- ❑ Now a Sociologist of Health and Illness
- ❑ Published academic works in Continence Care
- ❑ An expert by experience, living with both Bladder and Bowel Incontinence
- ❑ Lay articles for NGOs, Business & Universities
- ❑ Blogs, Podcasts & Talks 'Living with Incontinence'



# WHAT'S NEXT?

**CHARITY STATUS**

**EXPERIENTIAL  
TRAINING NEW  
COURSES FOR  
YOUR TEAMS**

**DISTRIBUTING  
OUR DONATIONS  
TO PEOPLE IN OUR  
COMMUNITIES**

**RAISE AWARENESS  
OF LIVING WITH  
INCONTINENCE**

**FUND RAISING**

**LAUNCH ACROSS  
HERTFORDSHIRE**

**REDUCE THE  
ENVIRONMENTAL  
IMPACT**

**STOP ANY  
REUSABLE CARE  
ITEM BEING  
THROWN AWAY**



# ANY QUESTIONS?



Supported by



# Comfort Break



# Michelle Airey

*Head of Education & Quality Improvement*

# Digital Social Care Record Funding



# Digital Social Care Records Funding

## What are Digital Social Care Records?

A Digital Social Care Record (DSCR) is a system that allows the digital recording of care information and care received by an individual. DSCR's should replace traditional paper-based recording.



# Digital Social Care Records Offer

50% of Year One Implementation Costs\*



**Requirements= DSPT, Secure Email + Evaluation**

\*Up to £10,000

# Quality Care Records

- Audits and Reviews
- Record Keeping
- Using all aspects of software
- Measuring outcomes
- Monitoring trends
- Record Access



# Digital Social Care Records

29<sup>th</sup> March 2023 at Robertson House



Topics to be covered:

- Purpose and benefits of Digital Social Care Records
- Case studies from provider using Digital Social Care Records
- Data Security Protection Toolkit
- Eligibility and Funding
- Update from CQC Chief Digital Officer

birdie



SEKOiA

Carebeans







# The Last Year!

**2598** unique learners

from **429** member sites

attended **4138** courses

**7680 days** of training



Accredited course achievement rates **+20%**

Knowledge & confidence **+64%**

**Learner voice:**  
Course CONTENT **9.4/10**  
Course QUALITY **9.5/10**  
Course flow **9.4/10**  
Inclusivity of learning **9.6/10**  
Recommend course **9.6/10**



# New Booking Website

Leadership

Funding

Approved  
Trainers

Qualifications

## HCPA Training and Events

Moving & Assisting Train the Trainer - Cohort 01

Book Now

Fire Safety study day for Homecare services PM session

Book Now

Care Professional Academy: Reward your staff with a free Employee Benefits System


Book Now

View all upcoming courses and events 




Search courses

Search

Filter By 

Service 

Clients 

Condition 

Staff 

HCPA are working in partnership with Hertfordshire County Council to deliver quality training for the sector with 'Care to Step Up', which is part-funded by European Structural and Investment Funds. Core and Mandatory training are fundamental for delivering good quality care and meeting regulatory requirements. Below you can see upcoming HCPA training. It has been arranged by Core and Mandatory subject areas linked to CQC requirements. **Visit our website for all scheduled courses, [www.hcpa.info/training](http://www.hcpa.info/training).**

The 'Care to Step Up' programme is part-funded by the



**European Union**  
European Structural and Investment Funds

In partnership with...



Scan to see all upcoming training on the HCPA website.

[hcpa.info/upcoming-training](http://hcpa.info/upcoming-training)

**Academy**

Category	CQC Standards	Course	Jan	Feb	Mar
			See website for durations		
Assisting & Moving People	KLOE: Safe: S2, S3; Effective: E1, E2 Fundamental standard: Safety	Enabling & Mobility CHAMPION for Older People Care Services	9th		7th
		Enabling & Posture CHAMPION for Learning Disability Support Services		1st	
		Falls & Frailty CHAMPION			22nd
		Moving & Assisting Train the Trainer	13th		
		Moving & Assisting Governance			1st
		Moving People Safely Refresher	11th 16th 23rd	6th 17th	6th 13th 27th
Care Induction Standards	KLOE: Safe, Effective, Caring, Responsive Fundamental Standard: All	Care Certificate	5th 16th 23rd	6th 16th 21st	6th 10th 16th
Events & Forums	N/A	Adult Disability Provider Forum	25th		
		Homecare Provider Forum			30th
		Mental Health Provider Forum		27th	
		Nursing Home Provider Forum		9th	
		Older People Care Home Provider Forum			24th
		HCPA Members Network Event			8th
Infection Prevention & Control	KLOE: Safe: S5, S6 Fundamental Standard: Premises and equipment	IPC Back to Basics			1st
		IPC CHAMPION	16th	21st	
		Conflict Management: A guide for Leaders	20th		
		Managing difficult conversations: A guide for Leaders		20th	

# Continuing for 23/24

Care  
Certificate

Champions

Inspire

Succession  
Planning

M&A TTT

First Aid

# Leadership

## Inspire

- + Bespoke training for your organisation
- + “Pick ‘n’ Mix” the content
- + Include your values, policies & procedures

## Succession Planning

- + Open courses with other organisations
- + Two stages: Succession Planning & Continuing Professional Development

Learn through Skills for Care endorsed training, sharing of experiences and from the extensive knowledge of HCPA’s leadership trainers.

- + HCPA’s TEAM Building Tool
- + Lead to Succeed
- + Well-Led
- + Understanding Performance Management
- + Understanding Self-management Skills
- + Understanding Workplace Culture

# Continuing for 23/24

**Qualifications**

**M&A Trainer  
Updates**

**Competencies**

**Train the  
Trainers**

**Condition  
Specific**

**Oliver  
McGowan**



# Qualifications

## Level 2 Diploma in Care

For Care professionals to develop once completing the Care Certificate.

## Level 3 Diploma in Adult Care

For experienced Care professionals in a Senior position or with enhanced responsibilities, a natural progression after achieving the Level 2 Diploma in Care.

## Level 4 Certificate in Principles of Leadership and Management for Adult Care

For managers new in post as a route towards the Skills for Care Manager Induction Standards.

## Level 5 Diploma in Leadership and Management for Adult Care

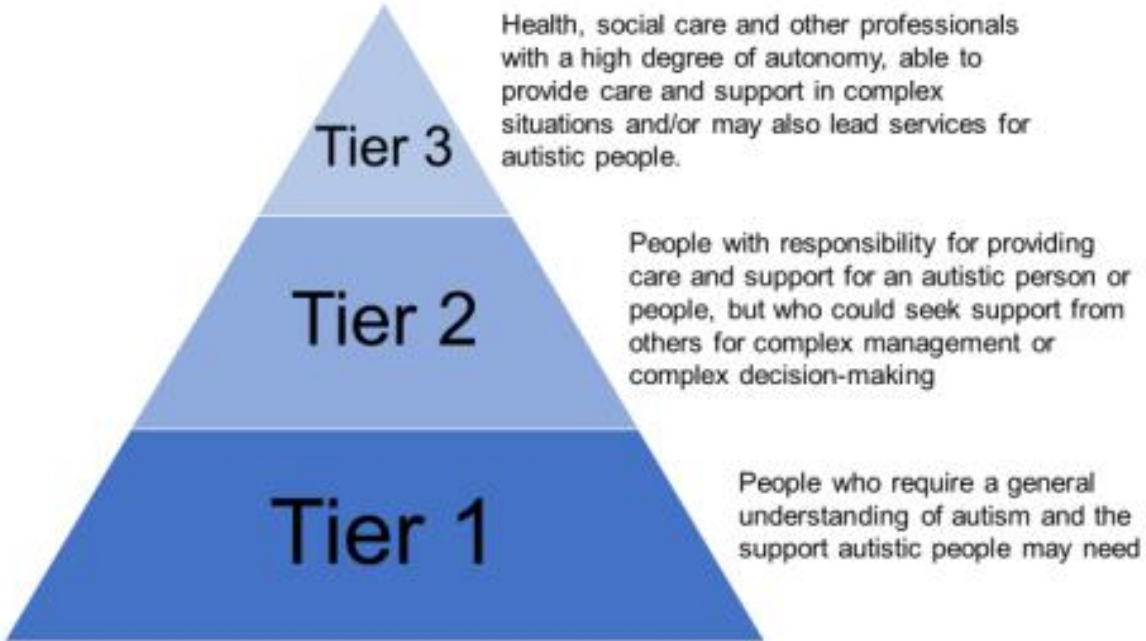
For those managing an adult care service, including the role of registered manager, to demonstrate an in-depth understanding and effective practice in leadership and management for adult care services.

“

*Claim back costs via WDF!*



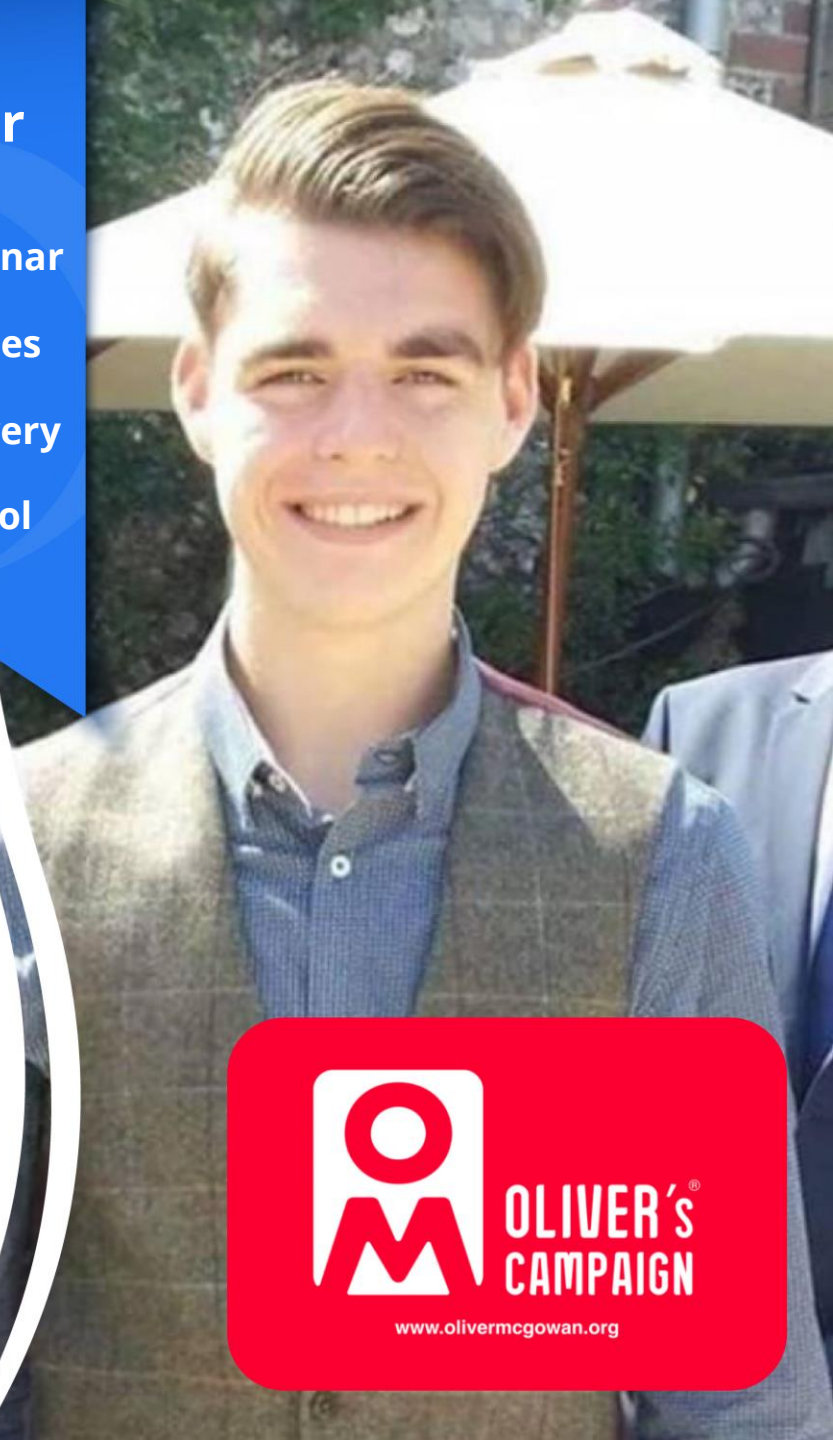
# Oliver McGowan



- Core Capabilities
- Code of Practice
- Roll out and Monitoring

## HCPA Offer

- ✓ Tier 1: Webinar
- ✓ Open Courses
- ✓ Direct Delivery
- ✓ Mapping Tool



# Connected Lives

1. All education and support linked
2. New resource mapping to PAMMS and CQC for Evidence
3. ½ day course for Managers on Connected Lives Culture and Evidence

*Connected* **Lives**

# New education topic requests



**Jackie Albery**  
Director, Planning and Resources  
Hertfordshire County Council

# Hertfordshire County Council Fee Uplifts & Cost of Care

Summary presentation

March 2023



# Agenda

- HCC Overall Financial Position
- Care provider fee setting
- Market sustainability plan
- Cost of care exercise
  - Executive summary
  - Care and nursing home analysis
  - Homecare analysis

# HCC Overall Financial Position

- In September 2022 a report was published identifying an in year overspend of £23.5m.
- In addition, the position for 23/24 had deteriorated significantly with funding gaps identified of £26.2m in 23/24 rising to £61m in 24/25
- As part of the recently published integrated plan a balanced position for both years has been proposed. This has been achieved through:
  - Plans to deliver £27.4m of savings in 23/24
  - Using £19m of reserves
  - Extra grant funding announced in the autumn statement
  - Increasing council tax by 4.99%



# Executive summary - homecare

- The reported median cost was £27.23 per hour
- The table below shows the median cost for 15/30/45/60 minute visits compared to current rates
- 34 returns were received of which 8 were not included due to discrepancies including costs of £2.72 per hour and £14k per hour
- This represents 17% of providers identified as in scope
- Care worker costs represented 74% of the reported cost

Visit length	Current rate paid	Care Providers median value	Distance from median cost
15 minutes	£8.93	£6.81	(31%)
<b>30 minutes</b>	<b>£13.40</b>	<b>£13.62</b>	<b>2%</b>
45 minutes	£17.86	£20.42	13%
60 minutes	£22.33	£27.23	18%

Profit was applied at 5% to the reported median value

# Executive summary - conclusions

- For both care & nursing homes and homecare the reported value was higher than the current rate paid
- This was more evident for care & nursing homes
- In both reports, there was a significant variance in reported costs. It was not possible to identify if these represented true cost differences or issues with reporting due to difficulty verifying returns
- The reported values were higher than benchmarked values
- Less than a third of care homes and less than 20% of homecare providers in scope were included in the analysis
- The care home survey broke care into four categories which is an oversimplification of the services provided. This is demonstrated by the significant variances in carer support per person per week within the same categories. It is not possible to confirm from the data if this is a result of differing needs, operational models or inconsistencies in data submitted
- The delay in the implementation of reform to October 2025, including self-funders accessing local authority care home rates 18(3), was announced after the completion of the exercise.

# Cost of care – next steps

- Cost of care reports to be published on HCC website by 1<sup>st</sup> Feb
- Market sustainability plan to be published by 27<sup>th</sup> March
- Some concerns over accuracy of results due to significant variation in reported costs, low response rate and challenge verifying returns
- Very interesting results and keen to understand cost variations
- Ambition to undertake continued further work with providers to understand the significant range in reported costs
- Providers should have been informed about outcome of fee uplift discussions
- ongoing review of cost of care model

# Tom Hennessey

# Adult Care Services Overview

Helen Maneuf

Operations & Commissioning Director,  
Older People

# Winter grinds on...

- A long and tough winter
- Resilience a theme across the piece:
  - Industrial action
  - Worries about fuel and power outages
  - NHS pressures, covid, demand
  - Cost of living pressures
- Thank you for your brilliant support!

# Spring is coming

- Signs of market growth especially in domiciliary care
- Some better news on funding & pausing of Social Care Reform nationally
- HCC Councillors strongly backing providers in 23/24 budget round
- Integrated Care System starting to move ahead

# Overview

- LGA Peer Review
- CQC inspection of Local Authority Adult Care Services from April onwards
- ‘Providing Support’ theme reflects our work with providers, highlighting:
  - Investment in workforce
  - Commitment to partnership working
  - Strengthening dom care market – quality and supply



# Overview – ACS themes for year ahead

- Prevention
- Co-production
- Connected Lives
- Quality
- Diversity & Inclusion, culturally competent care
- Workforce
- Carers

thank you

# THE HCPA CARE PROVIDER HUB PROVIDING PEACE OF MIND.....



ASK us anything! We are your support service, here to answer your questions on all topics Adult Social Care related.

- Govt guidance, laws, standards and expectation.
- Covid: PPE, vaccinations and infection control.
- Liaison with Hertfordshire County Council.
- Funding, contracting and commissioning.
- Staff wellbeing and recognition.
- HR, Staffing and recruitment.
- Training and education.
- Business continuity.
- Data protection.
- Monitoring.
- Equipment.
- Insurance.

**Your hub, your support service.....**

**01707 708108 / [assistance@hcpa.co.uk](mailto:assistance@hcpa.co.uk) (Mon to Fri - 9am to 5pm). [www.hcpa.info/hub](http://www.hcpa.info/hub)**

HCPA: 'Sharing best practice in care through partnership'

