

Brandon

Live free

the learning disability charity

Brandon Trust Driving Up Quality 2016 Report



Compiled by Tanya Abbott
Head of Quality



www.brandontrust.org or call 0117 907 7200

  INVESTORS
IN PEOPLE
Registered Charity (Number 801571)

Brandon Trust is an equal
opportunities employer
and provider.



INTRODUCTION

The Driving Up Quality Code has been developed in response to the shocking abuse of people with learning disabilities at Winterbourne View. It was developed by a steering group, chaired by the Housing and Support Alliance, that gathered together representatives from provider organisations. This has made the Code somewhat unique in that it has been developed by people from the voluntary, independent, and statutory sectors, in consultation with people who use services and their families, as well as the Care Quality Commission (CQC), and commissioners. The aim of the Code is to prevent what happened at Winterbourne View from happening again.

Brandon Trust signed up to the Code in December, 2013. Now in the third year, our Driving Up Quality events have gone from strength to strength. This summer we held local self assessment events across our geographical areas. For the first time Brandon Trust support services also held an event that focussed on 'What support services do that contributes to good support and what could they do better?'.

The self assessment days were designed to encourage our customers, managers, support staff, families, housing providers, board members, and commissioners, to come together to listen to each other, recognising the good things Brandon Trust is doing, yet acknowledging what the Trust could do better and finding new ways to drive up the quality of our services. We asked:



1. **What is working well?**
2. **What isn't working well?**
3. **What action can we take right now to make improvements?**

This report includes real examples of what is working well, statements of what isn't working, and local action plans created by Brandon areas. To make sure plans remain live, people from Brandon Trust Members' Boards will be going out in 2017 to audit progress.



KEY AREA 1

Support is focussed on the person

Ryan lives with his family and was first introduced to Brandon Trust in 2014 after it was agreed that he may appreciate some support in his family home. Both Ryan and his family were very anxious about the involvement of any services following a significant history of treatment and assessment admission and poor support. Over a period of 18 months, Brandon worked very slowly with Ryan and his family to develop trust and to build a support team individual to him.

Ryan has complex health needs and had a history of hospital admissions that he found traumatic. Thankfully, the need to stay in hospital ceased, but regular critical health checks were still required. Ryan also found this to be very distressing; there had to be a better way. Very careful joint planning was held with key professionals, and most importantly, Ryan and his family. They needed to feel safe, comfortable, and confident that there was a better way to support him. We supported Ryan and his family in understanding the best interest process of the Mental Capacity Act, and worked together to explore the least restrictive ways for Ryan to access the medical support that he so desperately needed. At the end we had a plan that, fingers crossed, would work out well.

The plan involved close working with the Hospital Trust Acute Liaison Nurses and it was agreed that Ryan would visit hospital under general anaesthetic. Following months of making sure that everything was in place, on 18 August, at 8am, we arrived at Ryan's home with two members of the local authority Intensive Support Team, an ambulance, and anaesthetist. A member of staff Ryan trusts and a member of the intensive support team supported Ryan while he was anaesthetised. He was then transferred to a stretcher and taken to the waiting ambulance. The anaesthetist, assistant, and ambulance crew, went in the ambulance with Ryan, while his mum and sister went with the Intensive Support Team to the hospital. We followed behind. Once in hospital, Ryan was under continual medical supervision. One member of staff stayed with his mum, while remaining staff waited in the restaurant in case any additional support was needed.

The whole procedure lasted four hours. Ryan returned home and woke up safely without any distress. Two staff stayed to support him just in case Ryan needed them. Once the family felt settled we left but stayed in contact with them over the weekend. Everyone agreed that this was huge step forward for Ryan as he had been unable to have critical regular medical checks for a number of years due to his acute distress.

Following months of continued support, Ryan and his family made the decision that he was ready to move out and live in his own home. This is another amazing story in itself. Adaptations are currently being made to his new home, which is within walking distance of his family. Everyone is really happy. We look forward to Ryan enjoying the coming years in full control of his own life surrounded by people that he loves and trusts.

Some more examples



- ❖ Good at responding to issues and concerns as they arise. *“If I’m unhappy – management are there right away.”*
- ❖ Promoting independence; person-centred choices.
- ❖ Recognising changing support needs.
- ❖ Involving and encouraging customers to maintain relationships with family members.

- ❖ Sometimes there is a lack of facilitators to do person-centered planning.
- ❖ Some people would like more involvement in choosing their own staff.
- ❖ We could do better at recruiting volunteers.
- ❖ *“Get more ‘unpaid’ support/volunteers to go with me when I have solo time, so that I’m not lonely.”*



KEY AREA 2

The person is supported to have an ordinary and meaningful life

David is in his late 60s and has been receiving support from Brandon for just over a year. His support is completely funded by his brothers who worried that since David had retired from his lifelong job working in a factory, he seemed to be at a bit of a loss and detached from his community. There were concerns about him becoming increasingly isolated and not having 'meaningful' things to do with his time.

We listened to David who was clear about what he wanted to do. David was invited to an open day at the Brandon allotment. Within months David had completely taken to the idea of growing his own vegetables, becoming one of the most reliable attendees and one of the hardest workers! David was involved in the planning for the growing year, and choosing what to plant. His hard work has paid off; he's been handsomely rewarded with a recent crop.

One of David's most successful ventures happened quite by chance. When leaving the allotment, he spotted a poster for a men's SHED program which promised to bring men (and women), aged 55+, together to learn, share skills, build, and make things, whilst enjoying some company. We went along and David has not looked back since. He's really enjoyed getting stuck into a project restoring an old dolls house.



David's brothers are so happy for him. One of his brothers said:

"I don't think we've ever seen David happier... he has more to talk about and he is more stimulated by life in general."

David's adventure continues and these are only a few examples of his ordinary, but very meaningful life. He has endless ideas of what he would like to do, where he'd like to go, and who he might want to meet. Not every venture has been a success, but there have not been any disasters.

David is engaged in life and quite unstoppable!

Some more examples



- ❖ Customers feel they have a choice and are listened to.
- ❖ Customers feel part of their community.
- ❖ Where customers worship, what they eat, and how they dress is respected.
- ❖ We are actively supporting customers to be more in control of their money.



- ❖ Some customers want to go out more.
- ❖ Sometimes rotas could be more flexible to allow customers to do things when they want to.
- ❖ At times, not enough new opportunities are offered; “variety is the spice of life”.
- ❖ We could do better at supporting customers to have relationships.

KEY AREA 3

Care and support focusses on people being happy and having a good quality of life

A parent's perspective

Prior to Tom moving, as his parents, we spent months working very closely with Tom and social services to ensure he had a very accurate needs assessment and more importantly, an Individual Support Plan that allowed Brandon to support Tom in the way he wanted. Four months have now passed since Brandon Trust started supporting Tom with his new life and we are delighted with the progress that he is making in all aspects of his life. His personal skills continue to improve and consolidate. We are very pleased with the social support Tom is receiving, which is evident by the numerous activities he is engaging in, and friends that he is making.

We are very happy that Tom has secured employment at Wetherspoons and that he is being supported to get to and from work. Within a few months he should be able to do this independently.

It is fantastic that Tom has chosen to go on a weekend away for his 21st birthday and has invited a couple of friends. We could not have imagined this happening beforehand. It is clear that Tom is doing well (and being well supported) from a health point of view. When we saw him last weekend he looked healthy, his skin complexion had improved, and he appeared fitter, possibly as a result of the sporting activities that he has now taken up.

We have to keep on reminding ourselves that at the age of 20 Tom has graduated from college, got an excellent CV, has secured paid employment, lives in a lovely house which he shares with his friends, has an active social life, and is happy. I guess there's not many 20-year-olds that can say that.

Tom has always stepped up to the plate and delivered on everything asked of him, and it is important that he continues to be supported to carry on achieving in his life, growing as an amazing individual!

Tom's Parents



Some more examples

- ❖ Customers feel more involved in choosing staff.
- ❖ We are listening to customers, families, and representatives to get it right.
- ❖ New staff feel their induction is meaningful.
- ❖ Teams feel supported by management.



- ❖ Some staff would like extra guidance on recording people's choices and preferences.
- ❖ Training could include more co-presentation.
- ❖ Some interviews could be more creative and activity-based.
- ❖ More information should be available in accessible formats.



KEY AREA 4

A good culture is important to the organisation

Gary has been supported by Brandon for three years. He recently presented at two Driving Up Quality self assessment days. You would have thought that Gary had been presenting for years as he is so natural, engaging, and confident. However, the reality is very different.

When Gary moved to his new home three years ago, it would be fair to say he felt very different. Gary was a quiet man who didn't care much for his appearance. He wanted to stay in his room and didn't feel able to trust other people as he'd had poor experiences in the past. Gary's staff realised that they needed to communicate in a way that was open and honest and using Gary's preferred way, Makaton.

Small steps were taken. Gary's feet had always hurt him when he tried to walk. Staff supported him to try a new pair of boots and within a month he was already feeling more independent as his improved mobility meant he was able to do more things without staff assistance.

Gary was worried about going out. His staff, time and time again, patiently assured him that it would be okay and he would come home. One day a staff member brought in a Liverpool FC sticker book. Being a Liverpool football fan, Gary naturally wanted to get the stickers of his favourite players, so he took another small step by venturing out with staff to the shop. He was pleased with his stickers and happy to come home afterwards. Trust had started to develop and small steps turned into an amazing journey. Why stop at collecting footie stickers when you can go and watch Liverpool play live? Gary went along and loved it so much that he now goes every year and makes a weekend of it!

Gary began to enjoy talking with other people and being engaged in his community. The local music club was an experience that made his confidence grow and grow. He felt liked by other people and he had fun. Gary's appearance started to change, from being a man with low self-esteem, to someone who wanted to have haircuts, nice clothes, and smellies in his bathroom!

Such a story of what good support looks like is inspirational. Gary was very pleased to be asked to join staff induction training to present his story. Brandon has worked very hard on co-production this year; in a nutshell, we're working together to get it right. More recently Gary presented at the Driving Up Quality event (back office support functions). This was an opportunity for true connectivity, true purpose and understanding. A stakeholder said: *"It totally gave me an insight into what really matters to our customers - very thought-provoking."*



Some more examples



- ❖ The Quality Audit Programme is meaningful and informative.
- ❖ Days like today (DUQ and Voices), enable us to come together.
- ❖ Family forums support connectivity.
- ❖ The Involvement team, including our customers and Brandon Members' Boards, create a voice.



- ❖ Involving customers in Quality Audit Programme checking.
- ❖ Sometimes different teams don't communicate well within Brandon.
- ❖ Our journey needs to continue to make sure we are all working together.
- ❖ Sometimes we need to learn more from our experiences.



KEY AREA 5

Managers and board members lead and run the organisation well

An employee perspective

Brandon Trust has employed an involvement team which includes an involvement assistant, Beth Richards. Her job is to work with our customers to make sure that they are heard throughout the organisation. To lead the organisation well we need to know what customers think Brandon does well and what we need to get better at.

Beth says: *'I think we are doing well at this at Brandon, and there have been lots of good changes this year.'*

Beth has spent lots of time visiting customers and finding out about the support they get; she is a link to the Members' Boards. Brandon Members' Boards are area groups for people we support. They organise events and consult with other customers about the support they get and talk about what's important to them. Last year at 100 Voices, customers told us they want better support to have relationships and to make and keep friendships. Beth has seen a lot of work happening on this since then, and we're still talking to people to find out how else we can work together to make things better.

This year Beth has worked with the Board of Trustees and directors to make more opportunities to hear from more customers. Brandon is working more closely together to make sure that our customers are heard in every decision.

The directors and trustees meet regularly with representatives from the Members' Boards. They have starred in our video news, introducing themselves and telling people a bit about themselves.

Beth sits in attendance on the Board of Trustees. She works with them to make sure Brandon customers are represented at the meeting. Beth writes accessible notes and shares them, so everyone knows what is talked about, and who was there.

Customers at Brandon have lots of experience and we are working hard to make sure that we learn from and with them, and that their voice is heard throughout the charity.



Some more examples

- ❖ Managers are accessible, including senior managers.
- ❖ Smartphones and tablets aid connectivity.
- ❖ Partners of Brandon feel well-informed.
- ❖ Brandon strategy 'A New Way' is simple, relevant, and understood.



- ❖ Some people would like managers to visit more often.
- ❖ Board members could undertake more training, for example, safeguarding.
- ❖ More board members could attend events like DUQ and be more visible.
- ❖ People need to know why information is being requested, and what happens with it.





SOME EXAMPLES OF BRANDON LOCAL ACTION PLANS

1. Bristol & North Somerset
2. Cornwall, Devon & Plymouth
3. Gloucestershire, Oxfordshire, Hampshire & Wiltshire
4. London
5. Support Services

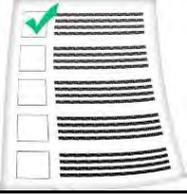


BRISTOL & NORTH SOMERSET OUTCOMES		WHEN	STEP 1
			
1.	Customers will have additional opportunities to have a collective voice.	December 2016	We will have two drop-in days to allow customers the opportunity to discuss any challenges or issues.
2.	Customers will have accurate information presented to them in a timely manner.	Started	We will promote the sharing of The Brief, News 2U, and all other forms of communication with customers.
3.	Working together to improve our support.	February 2017	We will make it possible for one or two customers to take part in the Quality Audit Process in area.
4.	People across Brandon Trust will be better connected.	October 2016	At least once a year there will be a joined team leader and support worker meeting that area director, operational development manager, and locality managers will attend. We will encourage all staff to attach a photo of themselves to their emails enabling them to be recognised by face as well as name.
5.	People will have a clear visual representation of the management team and their job roles.	November 2016	We will redesign the central area office staff chart with photos for each employee which we will distribute at the 'touch base' days.

CORNWALL, DEVON & PLYMOUTH OUTCOMES		WHEN	STEP 1
			
1.	More facilitators to support people to have person-centered plans (PCPs) and work towards outcomes.	October 2016	<p>Work with learning and development to recruit and train more PCP facilitators.</p> <p>Make sure customers/staff have a clear process to follow when requesting PCP facilitation, to evidence input.</p> <p>Establish a lead person in area to coordinate the PCP facilitators.</p>
2.	Volunteer buddies to help customers access and be actively involved in their communities, and feel they are able to contribute in a meaningful way.	October 2016	<p>Profiles of customers to be developed to include a wish list for volunteers e.g. someone who can help me try surfing.</p> <p>Volunteer days/evenings to be booked on a rolling basis, involving the individuals we support, enabling them to meet, choose, and recruit potential new volunteers.</p>
3.	Customers will be more involved with their teams in writing support plans.	October 2016	Develop accessible format support plans and ways of using people's feedback in a person-centred way, at a level and pace they understand.
4.	People will have accurate information presented to them in a timely manner.	Started	<p>Communication meetings are taking place in area at least quarterly with support workers and team leaders.</p> <p>Smartphones are being used to cascade information to the people we support and staff.</p>
5.	People will have a clear visual representation of the management team and their job roles.	October 2016	Photo board to be constructed of area management team and structure. This will then be shared with the people we support and other stakeholders.

GLOUCESTERSHIRE, OXFORDSHIRE, HAMPSHIRE & WILTSHIRE OUTCOMES		WHEN	STEP 1
			
1.	Meaningful involvement in recruiting my staff.	December 2016	<p>We will work together to ensure that customers are involved in choosing their staff.</p> <p>Support teams will be invited to discuss with customers how they can work together to increase involvement.</p>
2.	Choices, opportunities and experiences will be shared, to inspire meaningful ideas.	January 2017	<p>We will work together to maximise every opportunity for customers to exercise control and make choices about how they live their lives.</p> <p>Everyone to share examples of how this is happening through a range of forums, to include holding events to share ideas and listen to views.</p>
3.	Working together to improve our support.	January 2017	<p>We will work together to see how we can make it possible to include customers during some quality checking audits.</p>
4.	Less reliance on paid staff and more spontaneous choice.	January 2017	<p>We will work together to find more volunteers and discuss how to ensure more flexible rota patterns.</p> <p>Evidence of how customers are included in rota planning will be sought via audit and discussion groups.</p>
5.	People across our services will be better connected.	October 2016	<p>Office-based support teams to spend time with customers who receive support in their home, or out and about in the community.</p>

LONDON OUTCOMES		WHEN	STEP 1
			
1.	Meaningful involvement recruiting my staff.	Started	We will ensure all interviews are carried out with our customers.
2.	Meaningful activities and connectivity.	Started	Members' Board information with forthcoming events will be available for all our customers so they can make an informed choice as to whether they wish to attend.
3.	Customers will receive support that's focussed on a good quality of life.	October 2016	<p>Everyone we support who wishes to either find work experience, volunteering, or paid work, will be assisted to do so by the employment champion identified for their service.</p> <p>'My life in the month' to be a tool used to really plan and evaluate people's activities, interests, and relationships with families and friends.</p>
4.	Individual cultural needs reviewed plus progressive co-working.	Started	<p>Customer reviews will be encouraged to concentrate on ensuring everyone's needs are being met in relation to their cultural, religious, and ethnic background. These needs are to be met in terms of food types, preferences, and observing religious festivals.</p> <p>Working hand in hand with parents and other family members.</p>
5.	People across our services will be better connected.	January 2017	Office based support teams to spend time with customers who receive support in their home, or out and about in the community.

SUPPORT SERVICES OUTCOMES		WHEN	STEP 1
			
1.	People across Brandon Trust will be better connected.	Started	<p>Office-based staff will have ‘A Different Day’:</p> <p>At least one day a year, office staff will experience a day away from the office in one of our services.</p> <p>Customers who agree for office staff to join them, will list the opportunities on a central database.</p> <p>Managers will be responsible for ensuring staff take up this opportunity.</p> <p>Staff will be encouraged to share experiences and stories in News 2U.</p>
2.	Increased numbers of volunteers.	November 2016	We will review our volunteer working practice: what’s working well, what’s not? We’ll develop a plan to promote our volunteering journey.
3.	Policies and guidance are simple to understand.	Started	<p>Future policy and guidance will include simpler formats like a top-line summary, examples, flowcharts, and ‘cut the waffle’ boxes.</p> <p>Easy read versions and video guides will be incorporated to provide accessible information.</p>
4.	Team one page profiles.	January 2017	<p>A team one page profile will be created.</p> <p>The one page profiles will be shared on line.</p>
5.	Senior managers and board members are more visible.	Started	One page profiles will be placed on our intranet alongside video introductions of our senior managers.