



**Report of the Head of Strategic Partnerships and Development
(Older People and Disabled People) – Leeds PCT**

Scrutiny Board (Adult Social Care)

Date: 23rd July 2008

Subject: Update on Work in Leeds on the Dignity in Care Campaign

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Executive Summary

On 1st July this year, Leeds won the national NHS Health and Social Care Award 2008 for its work on Dignity in Care. The award was based on our work to raise the standards of dignity across Health and Social Care in the city through 4 approaches:

Firstly, fostering cultural change: Including a poster (and now postcard) campaign depicting older people in Leeds and their expectations from services. Older people were interviewed and chose an image of themselves in varied settings.

Secondly, achieving 'top-to-bottom' organisational action: The Scrutiny Board Inquiry in 2007, conducted into Dignity in Care across all relevant Leeds organisations, was itself highlighted as an example of good practice. The Inquiry has ensured that organisations developed action plans to meet the scrutiny recommendations (which have been reported back to Scrutiny Board) and organisations have set up internal task groups for implementation.

Thirdly, in relation to the development and rolling out of Dignity Audit Tools with action plans. Audit tools were developed and used to drive up standards on hospital wards whereby patients, carers and staff provided information and feedback and improvement plans were agreed with ward managers. A second phase, in partnership with Age Concern, involves groups of older people carrying out audits in care homes.

Finally, beginning to use Dignity as an outcome measure, for example in the allocation of capital grant (details of which are provided in a companion report): Older people set the bidding criteria and assisted in the selection process for the care home grant. Performance Indicators have now been developed, related to the Dignity Standards, and these are to be used within contracts with care providers.

1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide an update to the Scrutiny Board for Adult Social Care on the Dignity in Care campaign in Leeds.

2.0 Introduction

- 2.1 Over the past few years, ongoing consultation with older people in Leeds had identified 'being treated with respect and dignity' as a priority. In response, in summer 2006, Leeds City Council's Health and Adult Social Care Scrutiny Board began an inquiry into Dignity in Care issues in the city. This coincided with the Department of Health Dignity in Care campaign launch. The aim of the project that followed was to ensure that older people are treated with the highest standards of dignity when using health and social care services in Leeds. It was agreed that there was massive potential benefit to current and future users of services. It was planned to achieve this through:

- ◇ Raising the profile of Dignity in Care issues with older people, the public and care staff
- ◇ Collating, sharing and publicising best practice
- ◇ Co-ordinating implementation of the Scrutiny Board recommendations
- ◇ Ensuring that Dignity in Care continues to be explicitly addressed after the end of the project

- 2.2 The Leeds Dignity in Care Scrutiny Inquiry Report stated:

"High quality health and social care services should be delivered in a person-centred way that respects the dignity of the individual receiving them. However, in acknowledging that older people in particular are not always treated with the respect they deserve, the Scrutiny Board (Health and Adult Social Care) agreed to conduct an Inquiry into Dignity in Care for Older People".

Therefore a drive to change, and to harness existing commitments from staff and organisations, was generated from both Older People and Councillors - a strong alliance for implementing active change.

3.0 Background

- 3.1 The project was overseen by the Leeds Older People's Champions Group consisting of older people's representatives, Councillors and staff from all major Health and Social care organisations in the city including the voluntary and independent sector. Specifically:

- ◇ A poster campaign involved service users and their carers in deciding their image and their quotes for the posters and involved a range of statutory, voluntary and independent sector providers (for access to their provision)
- ◇ The Scrutiny Inquiry involved informing elected members about the national and local Dignity campaign so that they were, and are, in a better position to challenge senior officers from the main Health and Social Care provider and commissioning organisations about how well they meet the Dignity Challenge. The inquiry also included CSCI and the Healthcare Commission. The recommendations made by the Scrutiny Board were responded to by all the organisations (co-ordinated through the Partnership Team) in the form of

action plans involving staff at all levels. Organisational task groups involved staff in devising solutions to Dignity issues. In this way, Dignity issues are brought to the fore and focussed action starts from senior management through to front-line staff.

- ◇ The Hospital Dignity Audit Tool was developed through local consultation with patients, carers, ward staff and managers and a review of national documentation and media highlighted issues to ensure that it encompassed the broadest spectrum of Dignity issues that impact on the patient experience of general hospital
- ◇ care (ranging from whether the patient's preferred name is used to whether staff are aware of whistle blowing arrangements). In carrying out the audit, patients, carers, staff and managers have the opportunity to provide information. The results of the audits are transformed into action plans for improvement by ward managers
- ◇ and staff and wider issues are brought to the attention of senior management for action. The Care Home Audit Tool is being developed by a group from the voluntary sector, Adult Social Care Managers, and NHS organisations. Older people, who are to be supported by Age Concern, will conduct the audit in independent and local authority care homes and agree improvement plans with providers.
- ◇ Adult Social Care Commissioners worked in partnership with the Older People's Champions Group and Older People's organisations to define the criteria for allocating the DoH care home capital grant. Older people's organisations were represented on the selection panel and only bidders who could demonstrate a real impact on Dignity were short listed and selected.

4.0 Main Issues

- 4.1 A range of care settings were identified for photos; service users and carers approached for consent; interviews conducted with service users re. their dignity priorities; photo sessions conducted; posters designed; posters consented to by service users; posters printed and distributed to a broad range of venues and organisations, Framed set of posters officially presented to CEO's of all partner organisations with accompanying articles/photographs in Newsletters. These have now being reprinted as a set of 6 postcards, which have been widely distributed in Leeds
- 4.2 As a result of the Scrutiny Board Inquiry Dignity task groups were set up in organisations; Action Plan for each organisation agreed; review of action plans conducted to ensure organisations were sticking to their implementation Examples of implementation include the delivery of Dignity training and the setting up and use of a Local Dignity E mail Network.
- 4.3 Hospital dignity audit tool devised and tested based on a number of sources; mechanism for conducting the audits agreed; audits conducted in phases; audit outcomes translated into action plans for improvement. The Care Home dignity audit tool is now being devised based on the hospital tool; with Age Concern commissioned to co-ordinate the work; older people are to be trained to conduct the audits; This is an ongoing one year project started April 2008 with an aim to have older people recruited and trained by September 2008.
- 4.4 Bidding criteria for DoH capital grant was agreed between the Local Authority, Older People's Champions and older people. Members of the Scrutiny Board are provided with the Chief Officer – Social Care Commissioning' detailed report on the process and allocation of the grant monies and illustrations of it's use.

4.5 Draft Dignity in Care Performance Indicators were developed for inclusion in older people's mental health contract between the PCT and Leeds Partnership Foundation Trust. Within Adult Social Care, the 10 Dignity Challenges have now been included as part of the Specification for the care service contract as part of the Learning Disabilities Independent Living PFI scheme. Also, work is shortly to commence on adapting the dignity audit tool so that it can be used with domiciliary care contracts. This work will be undertaken in conjunction with Service Users.

5.0 Initial Outputs

5.1 The dignity audit tool has identified privacy and dignity issues as perceived by patients. The results of the audits and action plans have enabled staff to be empowered to make the changes that are required as necessary to improve the standards of Dignity in the health and social care services that they provide. In this way, staff can offer solutions in terms of working practices, training packages and the development of policies & procedures to tackle dignity and privacy issues.

5.2 A Major dignity and safeguarding event was held for Leeds service users and staff , one of the workshops addressed dignity concerns in care settings and how staff could change practice. Examples of issues addressed were - staff entering bedrooms or private spaces without permission, assisting people with toileting and hygiene requirements in a more personal and respectful manner, environmental issues including personal preference for isolation or socialisation, staff leadership, organisation and numbers. All workshop attendees took away an issue which they were personally going to address in their work area. Patients and service users benefit from a raised awareness within services of the responsibility to provide care in a manner that maintains the dignity of the recipient of the service. For example, the internal task group set up within Leeds Partnerships Foundation Trust, ensured that representation across all older people's services was secured and that staff were made aware of their dignity responsibilities.

5.3 The Dignity posters and postcards have been displayed in a wide range of care and other settings (e.g. GP practices, Nursing Homes, Day Services, Housing Offices, Neighbourhood Networks, and libraries etc.) to ensure that:

- a) Front-line care staff are aware of the strong dignity messages that older people in Leeds are communicating.
- b) Older people, carers and the wider public are aware that they should expect high standards of dignity when receiving care services and should not tolerate second best.

5.4 To this end, the posters are raising expectations and thereby driving up standards. Adult Social Care have now translated the postcards into leaflet form and are distributing this to all Community Support staff. The work on developing Performance Indicators, based on meeting the 10 Dignity Challenges, will be able to be used as a base line for monitoring how well we are meeting our aspirations in regard to the Dignity Campaign.

6.0 Conclusion

6.1 The overall impact that the campaign in Leeds is having can be demonstrated by not only the winning of the National Award, but also that we are now being used an example of good practice across the country.

6.2 Finally, and crucially, the campaign in Leeds has always had older people at its heart, as can be shown in the following statement from Susan Chesters:

"I am the Chair of Leeds Older People's Forum which represents over 100 older people's groups in Leeds. The Forum has been an active partner in the Dignity campaign, from its inception through to the present. I sat on the selection panel to select innovative 'Dignity bids' for care home capital grant money and alongside other older people, have been involved in the development of the hospital Dignity Audit Tool.

I have witnessed that Leeds has taken up the challenge of the Dignity in Care initiative with enthusiasm. We have Dignity Champions among front-line staff as well as managers across all services, each making a real difference.

At the same time an energetic advertising campaign, including innovative and powerful posters, encourages older people themselves to demand their right to be treated with the respect they so richly deserve.

It is with pride, as I travel about Leeds, that I see these posters displayed in libraries, GP practices and community centres"

7.0 Recommendation

7.1 Members of the Scrutiny Board are requested to note the contents of this update and progress report.