



## **Lancashire County Council Dignity in Care Position Statement January 2009**

### **About this document:**

This document reflects the work undertaken by Lancashire County Council in responding to the Dignity in Care Campaign including an evaluation of "The Aims of the Campaign and Forward Plan" for 2010.

All references to these and other supporting documents or links are accessible via the following locations:

#### **Internet:**

[www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28935](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28935)

#### **Intranet (internal access only):**

<http://lccintranet/acs/groups/dignity-in-care/resources/details.asp?siteid=5404&pageid=28935&e=e>

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## Introduction

Lancashire has responded to the Dignity in Care Campaign, launched in November 2006 via a series of initiatives which from its inception sought to make a real difference in the behaviour of those who provide health and care services to vulnerable adults.

Key highlights to this approach have been:

- Leadership
- Inclusiveness
- Personal ownership of the dignity agenda
- Investment in Independent Sector Provision
- Delivering improvements
- Coordination with related initiatives
- Empowerment of Service User led Approaches

The above represent the desire to make a positive use of the dignity campaign whilst reflecting a significant and systematic effort to ensure the campaign becomes mainstreamed as a fundamental approach delivered in everyday practice.

## Leadership

Lancashire's Dignity Campaign has received a unique profile across the County in being led consistently by a prominent Lancashire Council Member and the Director for Personal Social Care Services.

Lancashire County Council has a history of promoting the dignity agenda whilst giving a high priority to Personal Social Care Services. The authority continues to meet moderate need and has invested significantly in additional services, such as Help Direct to ensure wide accessibility to lower level preventative and universal services that respect the dignity of those who they support.

On a general note the authority is transforming the delivery of the support it provides in ways that maximise choice and control through the delivery of assistance through Self Directed Support and Personal Budgets. This will lead to a fundamental shift in power to service users over time. The progress in this agenda that helps to move organisations forward fundamentally in the way they respect a person's dignity can be found on:

[www.lancashire.gov.uk/social-services/self-directed-support/more/case-studies/](http://www.lancashire.gov.uk/social-services/self-directed-support/more/case-studies/)

The focus upon delivering the dignity agenda has been maintained by the new council through the appointment of, Cllr Peter Mullineaux, Older People's Champion to take this work forward. Importantly Cllr Mullineaux is a member of the Councils Adult Social Care and Health: Overview and Scrutiny Committee. The recent paper I&DeA, "Walk a

mile in my shoes" provides an ideal opportunity to explore the role of Overview and Scrutiny in understanding, promoting and evaluating dignity in the commissioning and delivery of services. It is intended therefore that discussions will take place to decide how best to involve the Overview and Scrutiny Committee in responding to and applying the principles of this recent paper.

The Director for Personal Social Care Services, Ms Olive Carroll, has been a focal point for the dignity campaign since its beginning and to date. She has personally led each of the Dignity in Care Events that have helped to create a wide, diverse and informed network of Dignity Champions across Lancashire. A fundamental ambition has been the desire to extend the campaign across as many health and care organisations in Lancashire as possible. The Director has also taken on a regional role attending the inaugural meeting of the North West Local Dignity Leads Group and on a national level she is now the formal ADASS representative on the recently established DH Dignity in Care Stakeholder Partnership Board.

This investment in time and attention at these levels has ensured the campaign has achieved a high status providing a critical driving force for this agenda in Lancashire and beyond.

## Inclusiveness

The first Dignity in Care Event was held in June 2007 where representatives at all levels from the Council, partner agencies, independent sector and third sector colleagues were invited to hear about the Dignity in Care campaign and sign up to become Dignity in Care Champions. This has ensured dignity is not only a social care agenda in Lancashire. The Dignity Events now provide a format for the Champions to come together to hear of national developments, to exchange local ideas and to develop thinking in relation to the Dignity Campaign. This policy has led to the recruitment of over 95 Dignity Champions representing a wide range of partners at all levels details of which can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28937&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28937&e=e)

The Dignity in Care Events continue to help energise the campaign attracting leading thinking into the locality. Presentations have been made by Mrs Pamela Smith Strategic Director, Warrington Borough Council, in respect of the authorities status as a "Beacon Council" for Dignity and more recently by Anna Gaughan, Regional Dignity Lead, on behalf of the North West Joint Improvement Partnership who gave a presentation on the "Aims of the Dignity Campaign" (8.10.2009). Issues, ranging from reducing depression in older people to highlighting poor standards of clothing for people in care homes have been covered. An exercise measuring Lancashire's progress in relation to the "**Aims of the Campaign**" as set out by the regional dignity lead has been undertaken which includes a *forward plan* of action to discuss at the next Dignity in Care Event in April 2010, (attached).

The combination of an extensive and well connected group of Champions who meet regularly to review developments and progress provides a ready and continuing platform for the future development of the Dignity Campaign across Lancashire.

## **Personal Ownership of the Dignity Agenda**

At the original Dignity in Care Event seven Dignity in Care pledges were considered at length and each member addressed individually what they would pledge to do on behalf of the dignity campaign. This work has been recorded and the quality reflects considerable understanding of the agenda. One of the extensive list of pledges for example records: *"enable people to maintain the maximum possible level of independence, choice and control by listening and supporting people to express their needs and wants without creating a dependency – being more aware when carrying out assessments"*. Since this time a range of initiatives have been put in place to continue to promote the Campaign and it is planned that these individual pledges will be reviewed at the next Dignity Event. The pledges can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28941&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28941&e=e)

The Dignity in Care Events have since inspired individuals to take forward initiatives in their work settings to address dignity related issues. This is exemplified by the work of two Social Workers in the east of the County who undertook work in a residential care setting into the incidence of depression and the interrelationship with the way people are treated. Subsequently these workers gave a presentation to the Dignity Champions, demonstrating how respecting a persons dignity has a clear beneficial effect upon a persons mental health and wellbeing. The presentation can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28941&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28941&e=e)

The need to highlight and promote good practice at an individual level has been recognised. "Proving we make a difference - stories" has been developed as a Lancashire Intranet section to reflect and recognises many real life situations where staff have delivered good care in the spirit of the dignity campaign:

(This link can be accessed via the LCC Intranet site:

<http://lccintranet/acs/performance/evidence/stories/index.asp?pageid=18664>)

Lancashire County Care Services, a semi-independent provider arm of the council providing residential, day services, reablement and rehabilitation services have done much to help their staff to take part in the dignity campaign. They have produced a considerable range of material throughout the campaign:

(This link can be accessed via the LCC Intranet site:

<http://lccintranet2/corporate/web/view.asp?siteid=2788&pageid=8771&e=e>)

## **Investment in Independent Sector Providers**

Personal care provision in Lancashire is provided almost exclusively by independent sector providers generally within a "preferred provider" scheme, the reliance therefore upon the independent sector in the provision of care is critical. A key piece of work has therefore been undertaken to raise awareness in relation to dignity and how to take this forward. Through this work Lancashire has developed a dignity in care charter in conjunction with providers which can be found via:

[www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28946&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28946&e=e)

In terms of the training and support given to independent sector providers Lancashire County Council has invested to helping providers to deliver high quality care. This includes funding several joint projects with Lancashire Workforce Development Partnership (LWDP). [www.lwdp.org.uk/aboutUs.aspx](http://www.lwdp.org.uk/aboutUs.aspx)

One "Improver Project" is specifically designed to provide additional support to providers who achieved a "poor" or "adequate" rating in their Care Quality Commission report, to make them aware of the support available from LWDP and to provide assistance to improve the care they deliver and ultimately their rating. Details of the Improver Project can be found on: [www.lwdp.org.uk/LWDPNews.aspx](http://www.lwdp.org.uk/LWDPNews.aspx)

A further project about to go live after some twelve months of development is an E learning facility for independent sector providers. The E learning format will be launched in the first week of January 2010 and go live on Monday the 11<sup>th</sup> of January with the initial topic being Dignity in Care. Some 800-1000 independent sector providers will be advised of and therefore have access to this free-cost training directly related to Lancashire's Dignity in Care Charter.

In addition to this assistance the "preferred provider" scheme operated by Lancashire County Council expects preferred providers to demonstrate higher standards of care in return for their preferential status which includes a quality premium payment.

Those providers however who also "sign-up" to the "Dignity in Care Charter" receive an additional small premium in their fees. This is outlined in both the residential care contract (clause 24) and domiciliary care contract (clause 2.3) making it a contractual requirement to meet the conditions related to the Dignity Charter and "maintaining its standards as they are developed" on behalf of the people they care for. The contracts in full can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28946&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28946&e=e)

These initiatives and this level of investment demonstrates to independent sector providers that the council is genuinely committed to supporting them to achieve high standards of care specifically in relation to the dignity agenda.

## **Delivering Improvements**

Lancashire is driven by a "prove it" model of self scrutiny and the Dignity Campaign benefits from this approach.

Considerable resources have been given to the monitoring and compliance aspect of the council's contracts service to ensure the dignity agenda is delivered in practice. Contract monitoring officers for example undertake widespread questionnaires of individual services users and conduct confidential one-to-one interviews with those receiving services. This demonstrates to service users that their voice can be heard in a confidential, independent and appropriate manner. An example of the Home Care survey can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28947&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28947&e=e)

In June 2009 a report was completed into "Quality Assurance: Outcomes and Adult Procedures" with specific reference to reviews, dignity, respect and safeguarding. This

work was the culmination of a six month assessment/review exercise undertaken by an independent Complaints and Intelligence Officer. Within this exercise a "dignity audit", was conducted by volunteer staff members, to ascertain how valued people felt. The report states *"183 responses provided a wealth of information about adult social care, health, transport and wider community provision which has been widely cascaded within and between partner agencies to inform communication, commissioning and service provision"*.

The audit identified a number of issues related to dignity being compromised and set out a series of recommendations: the importance of staff development processes in embedding the requirement for dignity and respect, the need for increased publicity in a variety of formats and the importance of service heads in maintaining the profile of dignity and respect. The findings were shared with the "investigators" and cascaded to staff and service areas, with the report being circulate across the entire Personal Care and Commissioning audience. Currently work is underway to repeat this audit exercise in order to evaluate how well services have responded and addressed these matters.

The report can be found via:  
[www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28947&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28947&e=e)

Another similar exercise has been undertaken to consider the quality of "Transitions" work within adult services, an area of provision that is challenging to many authorities. Discrete one to one interviews took place with those who had recently experienced Lancashire's Transitions service when a questionnaire was completed. This considers the information supplied and whether individuals felt they were treated with dignity. This report again was an exercise undertaken independently of the service itself and confirmed that each of those sampled and spoken to "felt that they had been treated with dignity and respect". The full Transitions Service - Service User Feedback survey can be found via:

[www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28947&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28947&e=e)

The council, on an ongoing basis, undertakes extensive work evaluating compliments, comments and complaints with systems evolving to accommodate joint health and social care reporting and the role of mediation. This includes the development of joint protocols and extensive management training. Feedback is routinely sought following the delivery of services via the "your views count" leaflet. Questions relate to the customer experience and the CQC outcomes. Whilst there is not a specific dignity question, feedback is sought on the question of having been treated with respect when dealing with Adult and Community Services with a satisfaction level of 99% achieved - the highest positive feedback reported. (See page 21 of the [Adult Social Care Complaints and Representations Annual Report 2008/09](#))

Such monitoring and independent evaluation demonstrates how the council is been keen to evaluate the impact of the dignity and respect agenda and how it is achieving change in practice. Standard monitoring of performance will continue with plans underway to repeat the Dignity Audit in 2010.

## **Coordination with Related Initiatives**

The Lancashire approach over time has been to develop the Dignity in Care Campaign in line with other related agendas to enhance the agenda further.

In relation to practice there are clear links to Safeguarding including Lancashire's Mental Capacity Act protocols and the Deprivation of Liberty Safeguards (DOLS) Team. The Mental Capacity agenda and the DOLS service applies the Human Rights Act on behalf of those with limited capacity and the protection from arbitrary decisions that compromise, restrict or deprive a person of their liberty. This formal work has identified many instances where a persons dignity has not been respected although the full threat to liberty is not met. The work of the DOLS Team has therefore sought to focus upon the importance of maintaining a persons dignity as the first step in preventing situations that may lead to a persons Human Rights being inappropriately restricted or even deprived. Having identified this relationship the manager of the DOLS Team gave a presentation to a Dignity in Care Event to share such understanding and the work of the team which can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28948&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28948&e=e)

Further to this presentation a piece of work has been undertaken to identify how both the Deprivation of Liberty Safeguards and the Mental Capacity Act work to promote the Dignity in Care Agenda. This provides powerful evidence of the benefit of integrating related initiatives to produce a more effective campaign. The document can be found via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28948&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28948&e=e)

These approaches are designed to provide greater freedoms for individuals and have established a fertile link between the principles of Dignity in Care and Safeguarding. It is planned therefore that role of the dignity campaign as a key preventative force in terms of Safeguarding will be explored further in 2010.

## **Empowerment of Service User led Approaches**

Lancashire has invested considerable resources across Lancashire in the development of a variety of Forums and Partnership Boards to bring together agencies and service users to improve the way services are designed and delivered. Some of this work was recognised with the award of Beacon status to Lancashire County Council for the "positive engagement of older people to support and promote greater independence and well-being in later life". [www.lancashire.gov.uk/corporate/web/?siteid=4820&pageid=24074](http://www.lancashire.gov.uk/corporate/web/?siteid=4820&pageid=24074)

This approach is promoted through the Valuing People agenda and a range of Partnership Boards for those with Learning Disabilities and the Partnership Boards for the Physically Disabled who have recently taken on a greater level of independence.

These forums and Partnership Boards have a keen interest in the Dignity Campaign as fundamental to their approach. One of the Dignity in Care Events for example received two presentations from the South Ribble Older Peoples Partnership Board. In many ways the Boards present challenging thoughts and hold agencies and the providers of services to account for the dignity agenda as can be seen on from their presentation located via: [www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28949&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28949&e=e)

The Physical Disability Partnership Board for North Lancashire has similarly asked for the Counties Procurement/Contracts service to attend a meeting to discuss issues/procedures regarding domiciliary care agencies following the Panorama documentary that showed bad practice nationally regarding home care. The minutes of

the subsequent meeting can be accessed via:  
[www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28949&e=e](http://www.lancashire.gov.uk/corporate/web/?siteid=5404&pageid=28949&e=e)

Recently the role of Older Peoples Forums has been enhanced through continued funding for two years with a view to making them both self-sustaining and empowered to take on clearer roles to promote agendas including the Dignity Campaign. An example of this in practice is the plan to develop connections to the Lancashire LINK service so that members of forums can embark on training to equip them to undertake the visiting of care homes in conjunction with Lancashire LINK which will provide them with the power to "enter and view". Two forum members have so far been trained and approved to act in this way.

This is pioneering work that seeks to make real and effective use of those who take part in such engagement roles providing another opportunity to promote the principle of the dignity campaign in practice as spearheaded by those who are closer to the receipt of services. If successful this approach may also prove suitable for the visiting of hospital premises.

Much of the work related to engagement is now driven from Adult and Community Services Commissioners. They have plans in place to support Partnership Boards and associated forums to have 'safeguarding and dignity in care' as a themed work stream in their future work. They also intend to raise awareness through formal community engagement functions related to the work of Local Strategic Partnerships and Lancashire Locals. In this way this pioneering work can be developed and mainstreamed in tandem with service user groups as an integral part of Lancashire's Dignity Campaign.

## Summary

Lancashire County Council assisted by clear and strong leadership has been a **lead** participant in the dignity in care campaign working to raise awareness and introducing action to improve the way services are delivered to vulnerable people across Lancashire. The Dignity in Care Events have stimulated and maintained interest amongst a growing number of dignity champions promoting good practice on a local and regional level. This has encouraged individual responsibility across the health and social care workforce supported by additional investment in developing independent sector provider awareness and skills related to the provision of personal care that respects a person's dignity.

There has at the same time been a drive to ensure the campaign makes a difference with a range of monitoring initiatives directed at both the delivery of council services and those of its providers. This has identified both good and bad practice with measures now established to reward good and address poor practice. The ongoing contract monitoring work, the development of the Lancashire Workforce Development Partnership E learning package, the plan to re run the dignity audit and the intention to present the IDeA Dignity paper to the Adult Social Care and Health: Overview and Scrutiny Committee being evidence of the desire to ensure standards are met.

Importantly the dignity campaign in Lancashire is now moving forward through a closer relationship with service users and those who represent user groups. This is exemplified by the work to involve members of forums in the visiting of establishments

as part of the Lancashire LINK activities and the plan to establish dignity as a themed work stream in Partnership Boards and user forums. A key development will also be the promotion of the dignity and respect campaign as a vital preventative approach in terms of Safeguarding.

This work will now be taken forward as set out in the "Aims of the Dignity Campaign and Forward Plan" for 2010, (attached) which includes a challenging and positive agenda in Lancashire for the year ahead.

Ms Olive Carroll,  
Director for Personal Social Care Services,  
January 2010.

## "Aims of the Dignity Campaign and Forward Plan"

This exercise evaluates and forward plans Lancashire's progress against the "Aims of the Campaign " as outlined by Anna Gaughan (North West Regional Dignity Lead) to Lancashire Dignity Champions Network Meeting 8<sup>th</sup> October 2009.

Aims of the Dignity Campaign	Progress to Date in Lancashire	Forward Plan Proposals
<b>Raise awareness</b> of dignity in care	Almost 100 Dignity Champions have come forward from key agencies/care providers in Lancashire who then cascade information to agencies and frontline staff, strong leadership from elected member and director level.	<ul style="list-style-type: none"> <li>-Offer the Lancashire Website as a source of information for the Dignity Campaign across Lancashire i.e. a Dignity Hub.</li> <li>-Co-ordination of Dignity Action Day - Contact all agencies / forums for action and profile on Website.</li> <li>-Present I&amp;DeA paper "Walk a mile in my shoes" to O&amp;S Cttee &amp; develop a format for reporting progress to O&amp;S.</li> </ul>
<b>Inspire</b> local people to take action in support of the campaign	Older Peoples Forums taking positive action to promote the Dignity Agenda: active participation in service design boosts status of user led effectiveness, positive role established by Partnership Boards in the Dignity Campaign, older people forum members taking the dignity agenda forward via connections with Lancashire LINK.	<ul style="list-style-type: none"> <li>-Use Dignity Event in 2010 to develop the forward plan.</li> <li>-Coordinate/use learning from Dignity Action Day.</li> <li>-Establish Safeguarding &amp; Dignity as themed work streams within Partnership Boards and Forums.</li> <li>-Empower forum members via developments with Lancashire LINK.</li> <li>-Highlight how the Dignity Campaign is a key "preventative" tool in the Safeguarding agenda in 2010.</li> </ul>
<b>Share good practice</b> and give impetus to positive innovation	Dignity in Care Events established as a twice yearly format for the exchange of new ideas. Dignity and respect audit undertaken to identify areas of shortfall in practice, links established with Dignity Beacon Authority and best practice examples across Lancashire shared around the dignity agenda.	<ul style="list-style-type: none"> <li>-Pooling of Good Practice examples across organisations using web based systems</li> <li>-Record Good Practice according to the 10 Dignity Challenges building upon the model established by the MCA/DOLS Dignity Challenge Checklist.</li> <li>-Re run of the Dignity Audit to evidence good and poor practice in relation to dignity and respect.</li> </ul>
<b>Transform services</b> by supporting people and organisations in commissioning and providing dignified services	SDS now forms a major direction for future delivery of services by LCC. This is supported by a series of initiatives designed to support and monitor how services are provided either by regular or bespoke / independent evaluation mechanisms. Additional support available to improve independent sector service delivery via a third party Lancashire Workforce Development Partnership.	<ul style="list-style-type: none"> <li>-Establish the link across Public Engagement Forums, dignity and the Commissioning of new services.</li> <li>-Encourage indep. sector providers to develop services that include dignity &amp; choice commissioned via Individual Budgets.</li> <li>-Broadcast &amp; work with LWDP to promote Dignity E Learning as a priority free cost package for providers.</li> <li>-Link to new DH Resource Guides for Homecare &amp; Res Care.</li> </ul>
<b>Reward and recognise</b> those staff and teams that make a difference and go the extra mile.	Premium to independent sector providers who sign up to the Lancashire's Dignity in Care Charter. Setting-up of intranet site to record positive feedback re individual members of staff whose practice commonly respects service users dignity.	<ul style="list-style-type: none"> <li>-Collate Good practice examples on new format LCC website and establish hot links to other agencies sites.</li> <li>-Develop County Dignity award drawn from those who submit good practice examples in 2010 as set out above.</li> </ul>