Relationship Activated Care: Delivering Person Centred Outcomes

Defining and Transforming Care Cultures:
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What is the 360 Standard Framework?

A diagnostic assessment framework that shows care organisations how to establish and maintain person-centred cultures from the perspective of the cared for person, their families and carers.

An outcomes based practice development framework for achieving continuous improvement.
The Principles of the 360 Standard Framework

- Personalised care is dependent on a partnership approach, creating positive relationships.
- Residents will judge their experiences more positively if management and staff are person-centred in attitude and behaviour.
- Relatives will judge their experiences more positively if managers and staff recognise their roles and respond with understanding.
- Staff will judge their working experiences with older people as more satisfying and worthwhile, and will be more person-centred in their work, if they feel valued and equipped to fulfil their caring roles.
- The 360 Standard Framework is achievable where owners, managers and staff are committed to making it happen in partnership with residents and relatives.
Relationship based person-Centred care

1. Dignity and respect, personal privacy and security
2. Kindness and compassion- defines what it looks like
3. Proper involvement of SU & close family in decisions
4. Defines what constitutes good care across H&SC sector
5. Organisations need to demonstrate their commitment to this norm and goal. 360SF helps them achieve this in measurable form
Assessment Framework – Residents' Measures

1. Receiving person-centred care
2. Opportunities for social/occupational activity
3. Influencing meals and drink
4. Meeting spiritual needs
5. Resolving concerns and complaints
Staff and Relatives’ Measures

**Staff measures**

1. Finding the work fulfilling  
2. Having time to deliver good care  
3. Equipped to do the job  
4. Feeling valued as a staff member

**Relative measures**

1. Welcoming ambience of the home  
2. Communicating with staff and managers  
3. Being fully informed  
4. Seeking to resolve concerns and complaints  
5. Contributing to the care of the family member and the community of the home
Managers making it happen

• Enabling /facilitative management style - clear channels of communication, positive relationship building, collaboration with other professionals and agencies
• Pivotal leadership role in change management

  – Operational management
  – Practice development
  – Quality improvement
  – Business planning
Outcome Standards must be:

- **Relevant**
- **Understandable**
- **Measurable**
- **Behavioural**
- **Achievable**
How it works

Structure Criteria (the resources): e.g. competence, equipment, demonstrable skills, practice development, continuous education, testing new staff adequately, effective organisation

- Process Criteria (what people do): staff actions and decision making, involvement of residents and others, most appropriate practice methods used

- Outcome Criteria: (what you expect): client perspective - measures of desired effects of care
Example: Resident Standard 3:1

The resident has a choice of culturally acceptable food and drink that meet his/her dietary requirements.

**Structure**
- Designated staff have the knowledge and expertise to assess the nutritional needs of the resident.
  - a) Design menus
  - b) produce meals that meet a) nutritional
  - b) hydration needs of the cultural requirements of the resident.

**Process**
- The designated person responsible for the CP involves the resident actively in decisions about meeting:
  - a) cultural
  - b) nutritional
  - c) hydration needs as part of their individual care plan.

**Outcome**
- The resident is able to agree his/her nutritional needs as a partner in the care planning process to the extent of his/her capabilities.
Structure, Process and Outcome Criteria

• What actions must staff take (processes) to achieve the specified outcome criteria of the particular standard? Who? How?

• What structures and resources will be required to make it possible for staff to undertake the actions necessary for achieving the outcome?
360 Cloud

- Provides an electronic system for data storage of compliance against 360SF
- Assess evidence against areas of compliance / non-compliance
- A management tool to load data; build action plans; track, monitor and report on progress
- Maintain a history of outcomes achieved
- Reporting and visibility across one or multiple locations
- Demonstration
Defining and Transforming the Care Experience

The **360 Standard Framework** creates cultures where:
- people want to live
- staff enjoy working
- relatives enjoy visiting

.... and where managers and leaders facilitate relationships and community building with high quality care
Characteristics of the 360 Standard Framework

- Delivers continuous quality improvement and demonstrates measurable change
- Involves the cared-for person, relatives and staff
- A Standard of excellence in relationship activated care for person-centred outcomes
- Underpins all other service and practice standards
- Incorporates evidence from research and empirical studies
- Diagnostic with measurable outcomes
360 Standard Framework

Person
- Feel secure & empowered
- Person Centred Care
- Dignity and wellbeing
- Feel listened to / Choice
- Meaningful relationships
- Active Involvement

Care Staff
- Feel Valued
- Job satisfaction and motivation
- Good Working environment
- Co-operation and team work
- Effective training
- Involvement
- Time to listen

Relative
- Feel welcome
- Peace of mind
- Quality, caring environment
- Feel involved and connected
- Feel listened to
- Accessible/Approachable staff & manager
- Able to contribute

Manager
- Efficiency savings
- Increase occupancy
- Improve reputation (word of mouth)
- Retain and recruit best staff
- Financial benefits
- Smarter training
- Reduce agency & sickness
- Prevention of safeguarding issues

Relationship Activated Care

Person

Relative

Care Staff

Manager
Why it is needed to underpin education

• Places the **relationship triangle at the heart** of management responsibility
• Is **flexible** in its application
• **Shows staff and managers how** to achieve **measurable outcomes**
• Demonstrates care **provider accountability** for person centred organisational performance
• Demonstrates investment in **leadership, management and practice development**
• Promotes the validity of internal review with external assessment
Work-based Learning Key topic areas
For delivering compassionate care

- Understanding **ageism** in society
- Understanding **chronic conditions** and their effects on the person – identity, significance, continuity, purposefulness, belonging and being understood
- **Building positive relationships** – the triangle
- **Specialist communication** skills
- Understanding **transition, loss and adapting**
- Understanding and preventing **institutionalisation**
- **Inter professional co-operation and collaboration**
Background

- Developing a career pathway for people working with older people
- From apprenticeship to post-registration nursing
- Mid Staffordshire and other incidents of unacceptable care
- Over the years older people have been moved out of hospital into residential care and as a result the health input has diminished
Issues in the sector

- Societal
- Organisational
- Operational
- Practice- knowledge, skills, behaviours
- Lack of funding for socio-health nurse development
- No career pathway to higher education qualification in care of older people
The Structure of the pathway

• Post apprenticeship course
• Elizabeth practitioner – Foundation degree
• Elizabeth Nurse – Post qualifying degree
Why education in social care needs to focus on increased knowledge, skills and behaviours in Person centred approaches and long term conditions:

- 65% of people in hospital are over 65. 80% of people in care homes have dementia or cognitive impairment (Alzheimer’s Society, 2013)

- Residents of care homes have complex healthcare needs, reflecting multiple long-term conditions, significant disability and frailty (BGS, 2011)

- All health and social care providers need training in the complex management of people with multiple long-term conditions (BGS, 2013)

- Care home residents who have dementia are more likely to go into a hospital with a problem such as a urinary infection, than people without dementia. (CQC, 2013- Care Update 2)

- The social care model is central but insufficient to meet residents’ health needs. (BGS, 2011)
BSc (Hons) Professional Practice (The Elizabeth Nurse)

Personal & Professional Development 15 credits

Extending Professional Practice - Delivering Person Centred Outcomes 30 credits

Learning through Professional Practice - Compassion in Care 15 credits

Research for Professional Practice (Dissertation) 30 credits

OPTIONS MODULES

Valuing Work Based Learning 15 credits
360 FWD MGT Module
Or University of Surrey Management Modules

Independent Learning 15 credits
• Maximising Independence
• End of Life Care
• Dementia
Elizabeth Care Approach to Learning:

- Student involvement and Person centred
- The role is about helping people with long term conditions to adapt and maximize their potential capabilities
- Using adult learning methods
- Learners reflect on their practice and identify areas of development

Comment from Senior Tutor, University of Surrey: ‘Other courses do not span the need of the individual person in the holistic manner that this approach does’.

I thoroughly enjoyed the learning. It was specifically tailored to our workplace and therefore very relevant. The varying options from different disciplines/lecturers such as OT, Nurse, quality improvement and the business aspect made it well rounded approach. I very much enjoyed the group work and discussions and have certainly taken a lot away from the course to develop in my organisation. Student
Learning Culture Measures of Success

• Facilitative management and leadership style
• Using facilitation and coaching
• Intermittent performance monitoring,
• Spontaneous on the job learning support
• Planned learning programmes for improving practice outcomes
• Supporting planned learning implementation at work
• Evidence of necessary knowledge, skills and behaviours
• Evidence of improving socio-therapeutic and person centred outcomes
• Evidence of compassionate culture from service user, family carers and staff
Impact on health and social care

Addresses Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry

- Fosters a common culture shared by all in the service of **putting the patient first**
- 360 Standard Framework offers a set of fundamental **standards addressing needs of people** using the service, family and friends and healthcare staff.
- Provides **evidence-based means of compliance** with these standards which can be understood and adopted by all staff.

Skills staff need to address:

- **Management of complex health care needs**. All health and social care providers need training in the complex management of people with multiple long-term conditions (BGS, 2013) Older people have complex healthcare needs, reflecting multiple long-term conditions, significant disability and frailty. (BGS, 2011)

- **Avoid unnecessary hospital admission**. People living in a care home and suffering from dementia are more likely to go to hospital with avoidable conditions such as urinary infections. (CQC, 2012- Care Update)

- **Reduce dependency on antipsychotic medication**. Skill staff to use alternative approaches and strategies to manage challenging situations. (Call for Action, 2012)
Jeremy Hunt, MP for South West Surrey & Secretary of State for Health said, "I want to make this the best country in the world to grow old – and that means continuing to do everything we can to improve a culture of compassionate care. This programme is a really important initiative and I look forward to seeing it develop further in the future."

Anne Milton, former Health Minister and local MP in Guildford said, “As someone who trained as a nurse and worked in the NHS for 25 years, I am so impressed with all that has been achieved. This course is about making sure that older people get the care they deserve and recognising the critical role staff play in making that happen. Well done to everyone for their inspiration in getting Elizabeth Care on the map.”