

NO WRONG DOOR

# QUALITY STANDARDS

DEMONSTRATING EXCELLENCE IN SUPPORT



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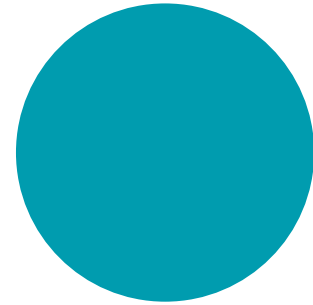
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THE QUALITY STANDARDS SHOULD NOT BE USED FOR ANY PURPOSE OTHER THAN THAT SPECIFIED WITHIN THIS DOCUMENT. THIS INCLUDES BEING REPRODUCED IN PART OR WHOLE WITHOUT EXPRESS PERMISSION IN WRITING FROM BVSC.

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# INTRODUCTION



No Wrong Door is a key delivery arm of the Birmingham Changing Futures Together (BCFT) programme funded by the National Lottery Community Fund and lead by Birmingham Voluntary Service Council (BVSC).

The No Wrong Door approach aims to change the experience of individuals accessing services by breaking down silo working between organisations. Local research and consultation with Experts by Experience, highlights the need to improve coordination and strengthen multi-agency responses to build better outcomes for individuals.

In September 2017 the Concinnity Consultancy and Research Ltd report: Improving the efficacy and outcomes of No Wrong Door recommended that outcomes could be improved by:

- Developing a set of focused quality standards
- Developing membership with shared principles that requests members to demonstrate how the principles will be adopted
- Developing a scalable, efficient means of quality checking new member applications and ongoing provision.

No Wrong Door (NWD) is an approach to working with individuals with multiple and complex needs. Services work together to ensure that individuals gain access to all of the support they require simultaneously. With better communication and an agreed set of standards, No Wrong Door partners aim to improve the health and wellbeing of those they support and prevent people falling through the gaps between services.

**The NWD approach** at the moment an individual with multiple and complex needs presents at; or is identified by a partner organisation. By adopting a No Wrong Door approach partner organisations offer coordinated multi-agency support which prevents or helps an individual move away from crisis.

## WORKING TOGETHER

As a partner of Birmingham Changing Futures Together, Birmingham City Council have worked with BVSC to agree this quality standards framework for use collaboratively across both Birmingham Changing Futures Together and the Homelessness Prevention Strategy 2017+. The city's Homelessness Partnership Board, a collaborative, multi-agency partnership with the aim of ending homelessness in Birmingham; recognised the need and the benefits of having a quality assurance framework across Homelessness Prevention Services.

In scoping these standards work has also been done to collect the views of service providers and Experts by Experience through Birmingham Changing Futures Together. Specific attention has been given to the need to encourage the system of support around the service user, rather than expecting service users to conform to service requirements.

## OBJECTIVES

- Promote safe and effective service provision to vulnerable persons.
- Establish consistency in how vulnerable persons are responded to across services.
- Support collaborative working across multiple agencies for the benefit of the service user
- Promote excellence in service provision.
- Drive systemic change.

## WHAT ARE THE BENEFITS

- Improved quality of support for individuals with multiple and complex needs.
- Assurance to Commissioners that service providers are delivering quality support to individuals with multiple and complex needs.
- Individuals with multiple and complex needs can be assured that the services they are accessing have been assessed by people with lived experience.

## WHAT SERVICES ARE COVERED BY THE STANDARDS

Services providing support to adults with multiple and complex needs and/or experiencing homelessness. This Quality standards framework will be applicable to:

- Members of No Wrong Door
- Birmingham City Council Commissioned Provision in line with the Homelessness Prevention Strategy 2017+

This Standard can be attained by either whole or applicable parts of the organisation.

## EXPERTS BY EXPERIENCE

Experts by Experience (EbE) are individuals with real life experience of accessing services. They help to bring a 'lived' perspective and commitment which help the BCFT programme remain focused and practical. EbE voices and experience are integral in influencing and shaping service design and delivery. EbE are supported and encouraged by a team of dedicated Engagement and Development workers, employed by Birmingham Mind who provide support, training and personal development opportunities. EbE have lived experience of at least two of the four multiple needs:



The Quality Standards developed from initial meetings with EbE. By providing their experience of accessing services, the core principles were able to be developed along with indicators for each standard. As part of the assessment process EbE will be assessing the accessibility of services.

# CORE PRINCIPLES

The Quality Standards set out the baseline of best practice for all services providing support to individuals experiencing multiple and complex needs (MCN), defined as homelessness, alcohol and/or substance misuse, re-offending or offending behaviour and issues with mental health.

The Quality Standards are developed around six core principles. The standards enable providers to evidence how their service implements the core principles in a structured way and is a practical mechanism to maintain quality and drive improvement. The standards mainly focus on delivery structures rather than focusing on the policies and procedures of an organisation.

Each core principle consists of a number of standard indicators, which describe the high level outcome required to deliver effective services. Each standard also gives examples of what the service may consider in order to reach the standard indicator and to achieve the required outcome. The list of features under each standard is not exhaustive and the requirements of the standard may be met in different ways.

**Core principle 1** focuses on the provision of **person-centred services**, which are support the needs of the individual.

**Core principle 2 - 6:** focus on the **organisational capability** and capacity to deliver high quality person centered services



**PERSON  
CENTRED**



**ACCESSIBLE**



**COLLABORATIVE  
WORKING**



**CONTINUOUS  
IMPROVEMENT**



**PREVENTION**



**SAFEGUARDING**

## CORE PRINCIPLES

### Core principle 1 – Person Centred Services

***'Would like someone to say to me 'where do you need to go' to better my life – It is very important that someone asks me this.'***

Providing a person-centred service requires involving individuals in decisions regarding their support. Doing so helps them to realise their capabilities and strengths. This standard requires you to understand that what works for one individual may not be suitable for another. By personalising support to each individual this allows them to retain their independence and fulfil their personal wants and needs.

### Core principle 2 – Continuous Improvement

***'Staff need to listen to the experiences of people who are living/have lived situations to help shape future information and services.'***

Continuous improvement is something that all staff should be involved with to support the delivery of an effective service. It focuses on a set of activities designed to bring gradual ongoing improvement to services, or processes through constant review, measurement and action. This standard is an approach that requires services to acknowledge their successes and failures in regards to their users and make improvements where necessary. By implementing this standard, it creates an environment where users' and staff feel supported and valued.

### Core principle 3 – Accessible Services

***'It is hard to know what to ask for. If you don't know what support is out there, how do you know what to ask for?'***

Individuals must be able to fully access the services they are entitled to. It is important to ensure that everyone is aware of what services are available to them and how to contact them. This standard is to ensure that there are no barriers that make it difficult for individuals to use the service.

### Core principle 4 – Collaborative Working

***'Issues arise when referrals are made and not enough information is passed on; resulting in telling my 'story' a number of times.'***

Collaborative working includes a whole variety of ways that two or more organisations can work together to provide support. Collaborating effectively requires services to be clear on what is needed and what can be provided by each service. Being aware and understanding what other services provide enables staff to work together to avoid duplication and deliver appropriate support.

## CORE PRINCIPLES

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# ASSESSMENTS

## ASSESSMENT PROCESS

The Quality Standards review process is based on an assessment that is validated every three years and reviewed yearly. This includes a completed self-assessment, Experts by Experience (EbE) assessment and Peer assessment.

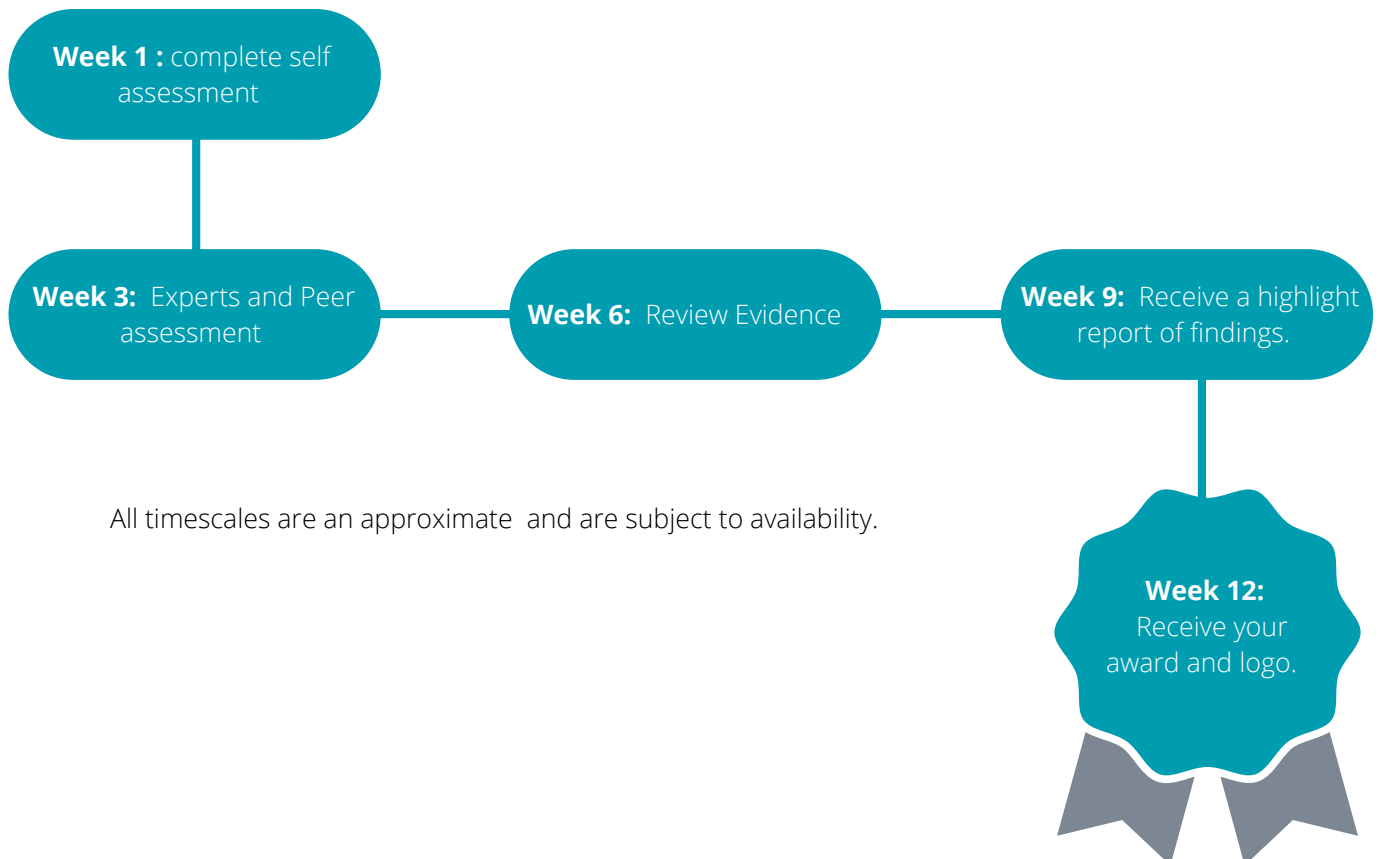
There are three main ways in which services will be assessed:

**OBSERVATION:** Observation of the space where the service is provided..

**DISCUSSION:** Discussion about the practices within the service.

**REVIEW:** A desktop review of the evidence provided from the previous assessments.

The assessment process:



## **SELF ASSESSMENT**

Using the self-assessment tool kit, you will self-assess and complete an action plan for your service against each of the standards.

## **EXPERT AND PEER ASSESSMENT**

We will arrange a date/time to assess your service on Principle-3 Accessibility with EBEs. It will also include a mystery shopper element by telephone. For the peer (between two organisations) assessment we will identify an organisation for you to complete peer assessment with on Principle 4 - Working in collaboration.

## **REVIEW**

We will then collate the results of the self-assessment, the Peer Assessment and Expert assessment and action plans to review and validate. As part of the review should anything additional be required we may request to visit your services, however you will be notified beforehand.

## **REPORT**

You will receive a highlight report to inform you of the findings. You will also have the opportunity for one of the team to attend your organisation to present our findings to you and your staff.

## **AWARD**

The award will be validated by Birmingham Changing Futures Together (in conjunction with Birmingham City Council where applicable) and your service will receive the Quality Standard. Good practice will be shared with partners.

To be awarded, services will need an overall mark of 80% to pass. The award will be reviewed on an annual basis and reissued every 2 years.


## **NON AWARD**

Where organisations or services are unable to meet the required standards they will be informed of the areas that need to be improved. There will be opportunity to re-apply at the next intake.

## **MINOR ADJUSTMENTS**

If organisations or services fall slightly below the pass mark they will have the opportunity to make minor adjustments. Services will have up to two months to complete any necessary improvement actions.

# PERSON CENTRED



**“We deliver a person centred approach to service delivery for users. We recognise their capabilities and strengths and build this into their support”**

## **OUR APPROACH IS PERSON CENTRED**

Providing a person-centered service requires involving individuals in decisions regarding their support. Doing so helps them to realise their capabilities and strengths. This standard requires you to understand that what works for one individual may not be suitable for another. By personalising support to each individual this allows them to retain their independence and fulfil their personal wants and needs.

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**1.0** We demonstrate a flexible approach to supporting individuals to engage in our service by enabling personalisation, choice and control.

**1.1** We co-produce support plans with users, listening to their needs and wants and empowering them to make decisions regarding their support.

**1.2** We acknowledge the importance of effective communication, by listening carefully to what people say through their words or behaviour, we ensure that our support matches their needs.

**1.3** Our staff are compassionate, knowledgeable about the services we provide and have an understanding of how to work with individuals with complex needs.

**1.4** We provide our staff with training, regular supervision and support to enable them to provide person centred support that is tailored, well informed and practical.

**1.5** We have effective record keeping and data sharing processes. These are explained and understood by our service users and support a ‘tell the story once’ principle.

**1.6** The voice of our service users is embedded in service design, review and commissioning.

**1.7** We use a Psychologically Informed Environment (PIE) approach across all of our services.

# CONTINUOUS IMPROVEMENT



"We can demonstrate that we are committed to reviewing and making adjustments where needed to provide a positive experience for users and staff"

## OUR SERVICE IS FOCUSED ON CONTINUOUS IMPROVEMENT OF PRACTICE AND PROCESS

Continuous improvement is something that all staff should be involved with to support the delivery of an effective service. It focuses on a set of activities designed to bring gradual ongoing improvement to services, or processes through constant review, measurement and action. This standard is an approach that requires services to acknowledge their successes and challenges in regards to their users and make improvements where necessary. By implementing this standard, it creates an environment where users' and staff feel supported and valued.

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- 2.0** We have a clear and transparent feedback procedure which is widely communicated to encourage users to provide feedback on the service they receive.
- 2.1** We actively monitor and evaluate our services and we recognise where positive impacts are being made whilst also acknowledging improvements we need to make for our service.
- 2.2** We have culture of learning and continuous improvement that encourages staff to share learning and provide feedback on the service.
- 2.3** We acknowledge the emotional demands of supporting individuals with multiple and complex needs and actively work towards providing a Psychological Informed Environment (PIE) by minimising negative impacts on staff.
- 2.4** We respond to staff and service user feedback. We recognise where improvements need to be made make and changes where necessary.
- 2.5** We share and receive learning and best practice with our partners.
- 2.6** We measure the impact of any improvements made from staff and service user feedback.
- 2.7** We keep informed of local and national developments and respond.

# ACCESSIBLE

“We ensure that our service is accessible for individuals and that access is timely and relevant to individual need”

## OUR SERVICE IS ACCESSIBLE

Individuals must be able to fully access the services they are entitled to. It is important to ensure that everyone is aware of what services are available to them and how to contact them. This standard is to ensure that there are no barriers that make it difficult for individuals to use the service.

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**3.0** We deliver an effective induction ensuring that we provide service users with information regarding the support/advice we deliver and how to access it.

**3.1** We offer various ways to access our service that facilitate positive relationships between staff and service users.

**3.2** We publish and provide clear information which is easily accessible and understandable for the user group.

**3.3** We are transparent and communicate proactively about capacity and waiting times for our service.

**3.4** We can demonstrate a No Wrong Door approach to referring individuals to the appropriate services, by ensuring that staff maintain case responsibility until a ‘safe’ handover is completed.

**3.5** We proactively monitor action failed referrals within the system.

**3.6** We ensure our service can be accessed in a timely fashion to meet the needs of service users.

**3.7** We publish effective out of hours service contacts across Partners.

**3.8** We respect and promote the rights and diversity of each service user and member of staff.



# COLLABORATIVE WORKING

**"We work collaboratively with other services, whilst ensuring that provisions are agreed to support shared objectives and avoid duplication"**

## **WE APPLY COLLABORATIVE WORKING AND PRACTICES**

Collaborative working includes a whole variety of ways that two or more organisations can work together to provide support. Collaborating effectively requires services to be clear on what is needed and what can be provided by each service. Being aware and understanding what other services provide enables staff to work together to avoid duplication and deliver appropriate support.

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**4.0** We deliver support in partnership with other services to avoid conflicting objectives and duplication; detailing who does what, when and for how long.

**4.1** We can demonstrate awareness of other services and referral pathways. As well as ensuring that when referring, we only share appropriate information to support access to services.

**4.2** We have established partnerships with a range of services and utilise multi-agency working to support people.

**4.3** We share and receive learning and best practice with our partners.


**4.4** We work with other agencies to keep people safe.

**4.5** Our processes enable individual tracking across services and partners.

**4.6** We use common assessment tools that support the 'Tell your story once' principle.

**4.7** We support cross-cutting multi-disciplinary teams with shared outputs and outcomes.

# PREVENTION FIRST



**“We have a prevention first culture that offers supportive advice to prevent crisis”**

## **PREVENTION FIRST**

This standard requires services to understand users’ needs and proactively help them to respond to changes in circumstances. By identifying potential risks and to support individuals to face their challenges by making the most of the opportunities to prevent crisis.

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**5.0** Services offer effective and early interventions at the point of entry to prevent or reduce the experience of crisis.


**5.1** We can evidence that our advice, guidance and actions taken are focussed on preventing users from being in crisis.

**5.2** We can demonstrate that we have fully trained competent staff on a wide range of prevention measures.

**5.3** Our services aim to return service users to a stable self-supporting environment.

**5.4** We can demonstrate that we are fully aware of the wider systems within which we deliver services and are aware of impacts and consequences of our decisions now and in the future.

# SAFEGUARDING



"We deliver effective services which are safe and embody good practice."

## SERVICES AND SAFEGUARDING

This principle is concerned with the processes that support early and effective intervention and to respond to the individual service user's needs. The standards promote good practice in relation to advice, referrals, assessment, support planning and integrated working. The standards support coherence, where there are interventions from a number of different agencies.

This principle also concerns the need for services to safeguard and protect service users. Good quality services recognise, proactively protect and support effective practices and compliance with legislation to protect the security, health and safety of service users, staff and the wider community


- 
- 6.0** Service users receive consistency and continuity of support to achieve and sustain exit from services.
  - 6.1** We can demonstrate consistency in our translation of policy into practice.
  - 6.2** The physical environment promotes the safety, health and well-being of service users.
  - 6.3** Staff demonstrate competency in safe and effective service delivery to persons at- risk.
  - 6.4** Safeguarding policies and procedures are reviewed/updated reflecting any changes in legislation and practice in line with BSAB.
  - 6.5** We inform service users of safeguarding practices and concerns as appropriate and can demonstrate how safeguarding processes are integrated into all aspects of our service.
  - 6.6** Services assess and manage risk to promote the safety of service users, staff and the wider community.



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

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A decorative graphic on the right side of the page consists of a solid gold circle partially overlapping a series of white diagonal lines that create a hatched effect. The lines are set against a teal background.

Birmingham Changing Futures Together is a programme funded by the National Lottery Community Fund to provide better support to those with Multiple & Complex Needs. We are pioneering new ways of working, with services led by those with lived experience, using innovative technology and close partnerships with agencies across the city to create system change that leads to better informed and a more unified approach to support.