

Research in Practice for Adults: resources for CQC regulated adult social care services.

When inspecting care services, the Care Quality Commission asks 5 key questions. The care service will receive a rating on each of the 5 key questions following standard *key lines of enquiry* (KLOEs). A brief summary of the KLOEs, is included under each key question below, providers should refer to the CQC Residential Social Care Services Provider Handbook (March 2015) for full information and guidance. This document outlines RIPfA's most recent and relevant resources to provider organisations, linking to the 5 key CQC questions.

Are they safe? *By safe, CQC mean that people are protected from abuse and avoidable harm*

The Key Lines of Enquiry:

How the service protects people from bullying, harassment, avoidable harm and abuse that may breach their human rights

Workshops:

- **Safeguarding and domestic abuse**
- **Supporting people who self-neglect**
- **Making safeguarding personal**
- **Excellent care in practice: embedding the Care Act**

Webinars:

- **Safeguarding and domestic abuse (2015)**

Practice Tool: *Appreciative Inquiry in Safeguarding Adults (2015):*

Appreciative Inquiry is a method to help you analyse situations, make decisions and formulate action plans for change. This tool is a great starting point for practitioners, managers, supervisors and Safeguarding Adult Boards who want to understand more about Appreciative Inquiry and how it can be used to evaluate and improve safeguarding services.

Leaders Briefing: *Safeguarding in light of the Care Act (2015):*

The Care Act has altered the way we need to structure and provide safeguarding for adults. Professor Michael Preston-Shoot looks at the key changes and implications for strategy and practice, and shares the experiences of local authorities who are leading the way in forging effective multi-agency partnerships. He identifies key actions to take to support Making Safeguarding Personal and how to incorporate new areas of practice into safeguarding - including self-neglect, domestic abuse and modern slavery.

Practice Tool: *Working with People Who Self-neglect (2015):*

This Practice Tool, written by Professor Suzy Braye, Dr David Orr and Professor Michael Preston-Shoot, draws on their latest research, which was commissioned by the Department of Health and involved interviewing staff and people who self-neglect in order to find out 'what works'.

Customer Guide: *What is... Safeguarding? (2015)*

Safeguarding adults is about detecting and preventing the abuse of adults who might be unable to protect themselves. It is something that everyone needs to know about. Our Customer Guides are intended to enable service-users to access clear, easy-to-understand information.

Future Publications:

Strategic Briefing: *Legal literacy in social care (Jan 2016)*

Whether risk to individuals and the service is managed in a way that protects people and supports and protects their freedom

Workshops:

- **Safeguarding and domestic abuse**
- **Supporting people who self-neglect**
- **Making safeguarding personal**
- **Working preventatively in adult social care**
- **Excellent care in practice: embedding the Care Act**

Webinars:

- **Safeguarding and domestic abuse (2015)**
- **How can we enable people living with dementia to live independent and fulfilled lives? - Knowledge Exchange Webinar (2015)**

Practice Tool: *Appreciative Inquiry in Safeguarding Adults (2015):*

Appreciative Inquiry is a method to help you analyse situations, make decisions and formulate action plans for change. This tool is a great starting point for practitioners, managers, supervisors and Safeguarding Adult Boards who want to understand more about Appreciative Inquiry and how it can be used to evaluate and improve safeguarding services.

Key Issue: *Enablement in Dementia (2015):*

The idea that it's possible to 'live well' with dementia is really quite radical. There is a popular assumption that the condition will lead to a total shutdown of the self, with increased dependency on services and inevitable institutionalisation – that being safe and comfortable is the best we can hope for.

In this Key Issue we present evidence and practical examples to demonstrate different aspects of enablement, and consider how services need to be commissioned, organised and managed in order to make this happen.

Key Issue: *Making an outcomes approach work in practice (2014):*

How can we support people using social care services to define the outcomes they want for themselves? Which approaches will work for everyone – people using services, staff and commissioners? This Key Issue draws on the 'Making Safeguarding Personal' project and other practice areas to explore how to get an outcomes approach into practice. It includes policy context, definitions of outcomes and practical examples of outcomes-based practice and focuses on explaining the approaches that work.

Handbook: *Good Assessment: Practitioners' Handbook (2014):*

Good practice in assessment is an essential part of effective social care. This handbook sets out the law, policy, evidence and theory that underpins good assessment. It helps assessors and organisations to improve their assessments in line with best practice and with the Care Act 2014.

Practice Tool: *Supporting Good Assessment (2014):*

These practical tools support organisations to deliver good assessment, develop good assessors, ensure the right

	<p>support for assessment and think through the implications of delegating assessments to other parties. The tools reflect good practice that is consolidated by the Care Act. They can be used by organisations to review and strengthen their assessment delivery.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013):</i> This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p> <p>Future Publications: Practice Tool: <i>Dementia Enablement (Jan 2016)</i> Frontline Briefing: <i>Risk and Enablement (Jan 2016)</i> Strategic Briefing: <i>Legal literacy in social care (Jan 2016)</i></p>
<p>Whether the service makes sure that there are sufficient numbers of suitable staff to keep people safe and meet their needs</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Promoting emotional resilience in social care teams • Supervision and reflective practice • Evidence-informed decision making • Recording practice and decision making (for practice leads) <p>Webinars:</p> <ul style="list-style-type: none"> • The Care Act - Expert Webinar (2014) <p>Practice Tool: <i>Supporting emotional resilience within social care practitioners (2015):</i> Emotional resilience is the ability to adapt to and 'bounce back' from difficult situations and can help individuals and teams to cope with uncertainty and stressful situations. These practical tools focus on the learnable skills and approaches that can be promoted and supported within the social care workforce. It includes practical exercises for teams, individuals and managers that can be used to improve practice and service delivery.</p> <p>Practice Tool: <i>Appreciative Inquiry in Safeguarding Adults (2015):</i> Appreciative Inquiry is a method to help you analyse situations, make decisions and formulate action plans for change. This tool is a great starting point for practitioners, managers, supervisors and Safeguarding Adult Boards who want to understand more about Appreciative Inquiry and how it can be used to evaluate and improve safeguarding services.</p> <p>Leaders Briefing: <i>Safeguarding in light of the Care Act (2015):</i> The Care Act has altered the way we need to structure and provide safeguarding for adults. Professor Michael Preston-Shoot looks at the key changes and implications for strategy and practice, and shares the experiences of local authorities who are leading the way in forging effective multi-agency partnerships. He identifies key actions to take to support Making Safeguarding Personal and how to incorporate new areas of practice into safeguarding - including self-neglect, domestic abuse and modern slavery.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013):</i></p>

	<p>This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p> <p>Practice Tool: <i>Getting the most out of supervision</i> (2013): This resource helps you identify aspects of good supervision and enables you to develop these aspects in practice. It includes an outline of what good supervision is and its purpose, exercises to complete to reflect on what 'good' supervision is and what can impact on it, tools to develop your organisational policy on supervision, and tools to support reflective supervision.</p>
<p>How people's medicines are managed so that they receive them safely</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Supporting people who self-neglect • Making safeguarding personal <p>Webinars:</p> <ul style="list-style-type: none"> • Deprivation of liberty safeguards (DoLS) - Consultation Webinar (2015) • Understanding the NICE social care guidelines (2015) <p>Customer Guide: <i>What are... the Deprivation of Liberty Safeguards (DoLS)?</i> (2014): Councils have to ensure that people who are unable to make their own decisions about where they live are safeguarded from having their liberty restricted. It is essential that the public, families and carers understand what these safeguards are. This Customer Guide provides a jargon-free introduction to the Deprivation of Liberty Safeguards (DoLS), explains how they work and sets out what to expect. This is an updated and revised version of the original Customer Guide (first published in June 2013) and takes into account the Supreme Court ruling in 2014 that further clarified the legal definition of being 'deprived of liberty'.</p> <p>Strategic Briefing: <i>Making decisions on Capacity and Best Interests</i> (2013): It's estimated that as many as two million adults in England and Wales lack the mental capacity to make decisions on a daily basis. Consequently, the Mental Capacity Act 2005 (MCA) lies at the core of many decisions in adult social care. However, despite its surface simplicity, there are many complex questions about how capacity should be assessed and best interests decisions made and implemented in practice. The five main themes of this briefing are:</p> <ol style="list-style-type: none"> 1. Assessing Capacity 2. Involving people in best interests decisions 3. Balancing emotional well-being and risk 4. Protecting human rights 5. Awareness and training <p>Customer Guide: <i>What is... the Mental Capacity Act 2005?</i> (2013): This guide provides a jargon-free introduction to the Mental Capacity Act 2005. Sometimes people who have, for</p>

	<p>example, dementia, a learning disability, mental illness or a brain injury are unable to make decisions. Short term conditions like concussion or having a urinary tract infection can also affect people's ability to make decisions.</p> <p>The Mental Capacity Act 2005 is a law which says what to do when people are unable to make decisions for themselves and how they can plan for the future in case they lose capacity.</p>
<p>How well prevention and control of infection is protecting people</p>	<p>Webinars:</p> <ul style="list-style-type: none"> • Understanding the NICE social care guidelines (2015)

Are they Effective? *By effective, CQC mean that people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.*

The Key Lines of Enquiry:

<p>Whether consent to care and treatment is always sought in line with legislation and guidance</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Supporting people who self-neglect • Making safeguarding personal • Working effectively with whole families where learning disability is a factor • Excellent care in practice: embedding the Care Act <p>Webinars:</p> <ul style="list-style-type: none"> • Deprivation of liberty safeguards (DoLS) - Consultation Webinar (2015) • Understanding the NICE social care guidelines (2015) <p>Strategic Briefing: Making decisions on Capacity and Best Interests (2013):</p> <p>It's estimated that as many as two million adults in England and Wales lack the mental capacity to make decisions on a daily basis. Consequently, the Mental Capacity Act 2005 (MCA) lies at the core of many decisions in adult social care.</p> <p>However, despite its surface simplicity, there are many complex questions about how capacity should be assessed and best interests decisions made and implemented in practice. The five main themes of this briefing are:</p> <ol style="list-style-type: none"> 1. Assessing Capacity 2. Involving people in best interests decisions 3. Balancing emotional well-being and risk 4. Protecting human rights 5. Awareness and training
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<p>How people are supported to eat and drink enough to maintain a balanced diet</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Involving people with dementia • Working with people who experience multiple needs and exclusions • Making safeguarding personal • Evidence informed decision making • Using analysis and critical thinking in assessment <p>Webinars:</p> <ul style="list-style-type: none"> • How can we enable people living with dementia to live independent and fulfilled lives? - Knowledge Exchange Webinar (2015) • Working with young carers: a 'whole family' approach to assessment -- Knowledge Exchange Webinar (2015) • Supporting adults with multiple needs and exclusions - Expert Webinar (2014) • Ensuring Effective Assessment on the Frontline (2014) <p>Key Issue: <i>Enablement in Dementia (2015):</i> The idea that it's possible to 'live well' with dementia is really quite radical. There is a popular assumption that the condition will lead to a total shutdown of the self, with increased dependency on services and inevitable institutionalisation – that being safe and comfortable is the best we can hope for.</p>

	<p>In this Key Issue we present evidence and practical examples to demonstrate different aspects of enablement, and consider how services need to be commissioned, organised and managed in order to make this happen.</p> <p>Practice Tool: <i>Involving and Engaging People with Dementia (2015)</i>: Following on from our successful workshop, this Practice Tool, written by Innovations in Dementia, provides practical methods and background information to help you think about the involvement of people with dementia, particularly in your service or workplace. We hope it inspires you to consider ways in which you can increase the involvement of people with dementia.</p> <p>Literature Review: <i>Supporting adults with multiple needs and exclusions (2014)</i>: This review aims to answer important research questions in order to inform the debate on how to effectively support people who experience multiple needs and exclusions (MNE). It’s a useful resource to provide evidence for service design, as well as to support you in making the case for services for this client group.</p> <p>Handbook: <i>Good Assessment: Practitioners' Handbook (2014)</i>: Good practice in assessment is an essential part of effective social care. This handbook sets out the law, policy, evidence and theory that underpins good assessment. It helps assessors and organisations to improve their assessments in line with best practice and with the Care Act 2014.</p> <p>Practice Tool: <i>Supporting Good Assessment (2014)</i>: These practical tools support organisations to deliver good assessment, develop good assessors, ensure the right support for assessment and think through the implications of delegating assessments to other parties. The tools reflect good practice that is consolidated by the Care Act. They can be used by organisations to review and strengthen their assessment delivery.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013)</i>: This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p> <p>Future Publications: Practice Tool: <i>Dementia Enablement (Jan 2016)</i> Frontline Briefing: <i>Risk and Enablement (Jan 2016)</i></p>
<p>How people are supported to maintain good health, have access to healthcare services and receive ongoing healthcare</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Getting an outcomes approach into practice • Working preventatively in adult social care • Excellent care in practice: embedding the Care Act <p>Webinars:</p> <ul style="list-style-type: none"> • Understanding the NICE social care guidelines (2015)

<p>support</p>	<p>Strategic Briefing: <i>Achieving Outcomes through Integrated Working (2015):</i> The Care Act places additional emphasis on the already established imperative to integrate health and social care services, in order to focus on the outcomes that people who access care and support want to achieve. This briefing explores how ideas, approaches and concepts such as systems leadership can support integration, the barriers and enablers that need to be addressed, and provides examples of where integration has worked well.</p> <p>Literature Review: <i>Preventing need and maximising independence (2013):</i> Health and social care professionals are being tasked with delivering innovative ways of preserving adults' independence and health for longer, and preventing the need to enter intensive services, in line with public policy. This Literature Review will explore the evidence base relating to prevention in the sector and the implications of the research for professionals.</p> <p>Policy Scope: <i>Preventing need and maximising independence (2013):</i> Interest in delivering preventive services in adult social care has grown significantly in recent years among politicians, directors of services and campaign groups. This Policy Scope provides a summary of policy activity in this area, while identifying the key issues, trends and possible future policy direction. The implications for professionals working at a local level and the benefits for service users are also considered.</p>
<p>How the adaptation, decoration and design of the service meets people's individual needs</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Involving people with dementia • Engaging and involving service users • Excellent care in practice: embedding the Care Act <p>Webinars:</p> <ul style="list-style-type: none"> • How can we enable people living with dementia to live independent and fulfilled lives? - Knowledge Exchange Webinar (2015) <p>Practice Tool: <i>Involving and Engaging People with Dementia (2015):</i> Following on from our successful workshop, this Practice Tool, written by Innovations in Dementia, provides practical methods and background information to help you think about the involvement of people with dementia, particularly in your service or workplace. We hope it inspires you to consider ways in which you can increase the involvement of people with dementia.</p> <p>Key Issue: <i>Effective co-production (2014):</i> Co-production is potentially a radical idea: that services are designed and delivered equally by professionals and those who use them. This publication brings together the knowledge on the topic, defining the issues and explaining key concepts. It also looks at the implications – and the challenges – for commissioners, service providers, practitioners and people who use services.</p> <p>Future Publications:</p>

Are they caring? *By caring, CQC mean that staff involve and treat people with compassion, kindness, dignity and respect.*

The Key Lines of Enquiry:

How positive caring relationships are developed with people who are using the service

Workshops:

- **Involving people with dementia**
- **Working with people who experience multiple needs and exclusions**
- **Engaging and involving service users**
- **Supporting people who self-neglect**
- **Evidence informed decision making**
- **Excellent care in practice: embedding the Care Act**

Webinars:

- **How can we enable people living with dementia to live independent and fulfilled lives? - Knowledge Exchange Webinar (2015)**
- **Working with young carers: a 'whole family' approach to assessment -- Knowledge Exchange Webinar (2015)**
- **Supporting adults with multiple needs and exclusions - Expert Webinar (2014)**

Frontline Briefing: *Adult attachment: Implications for adult social care practice (2015):*

Attachment theory helps us to understand how attachment patterns evolve through past relationships and the impact these have on current and future behaviours and relationships, including parenting and caregiving. This briefing contains practical guidance on how to apply the latest theories to work more effectively with adults as well as how to use it in supervision and the workplace.

Practice Tool: *Involving and Engaging People with Dementia (2015):*

Following on from our successful workshop, this Practice Tool, written by Innovations in Dementia, provides practical methods and background information to help you think about the involvement of people with dementia, particularly in your service or workplace.

We hope it inspires you to consider ways in which you can increase the involvement of people with dementia.

Key Issue: *Enablement in dementia (2015):*

The idea that it's possible to 'live well' with dementia is really quite radical. There is a popular assumption that the condition will lead to a total shutdown of the self, with increased dependency on services and inevitable institutionalisation – that being safe and comfortable is the best we can hope for.

In this Key Issue we present evidence and practical examples to demonstrate different aspects of enablement,

and consider how services need to be commissioned, organised and managed in order to make this happen.

Literature Review: *Supporting adults with multiple needs and exclusions (2014):*
 This review aims to answer important research questions in order to inform the debate on how to effectively support people who experience multiple needs and exclusions (MNE). It's a useful resource to provide evidence for service design, as well as to support you in making the case for services for this client group.

Practice Tool: *Working with people who self-neglect (2015):*
 This Practice Tool, written by Professor Suzy Braye, Dr David Orr and Professor Michael Preston-Shoot, draws on their latest research, which was commissioned by the Department of Health and involved interviewing staff and people who self-neglect in order to find out 'what works'. The tool provides guidance on understanding and engaging with the experience of self-neglect, as well as practice approaches that can support positive outcomes.

Handbook: *Good decision-making: Practitioners' Handbook (2013):*
 This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.

Future Publications:
Practice Tool: *Dementia Enablement (Jan 2016)*

How the service supports people to express their views and be actively involved in making decisions about their care, treatment and support

- Workshops:**
- **Getting an outcomes approach into practice**
 - **Evidence-informed decision making**
 - **Engaging and involving service users**
 - **Excellent care in practice: embedding the Care Act**
- Webinars:**
- **The Care Act: Providing good information, advice and advocacy (2015)**
 - **Involving users to improve commissioning (2014)**
- Strategic Briefing: *Achieving Outcomes through Integrated Working (2015):***
 The Care Act places additional emphasis on the already established imperative to integrate health and social care services, in order to focus on the outcomes that people who access care and support want to achieve. This briefing explores how ideas, approaches and concepts such as systems leadership can support integration, the barriers and enablers that need to be addressed, and provides examples of where integration has worked well.
- Customer Guide: *What are... information, advice and advocacy? (2014):***
 What is the difference between information, advice and advocacy? This helpful guide explains exactly that. Local authorities are required to give people information and advice about social care, regardless of their eligibility

for support, and this guide explains what people can expect from the information they receive. This is part of a larger suite of Customer Guides on a variety of topics and the series can be useful in meeting the requirement to provide information and advice about social care.

Key Issue: Effective co-production (2014):
Co-production is potentially a radical idea: that services are designed and delivered equally by professionals and those who use them. This publication brings together the knowledge on the topic, defining the issues and explaining key concepts. It also looks at the implications – and the challenges – for commissioners, service providers, practitioners and people who use services.

Handbook: Good decision-making: Practitioners' Handbook (2013):
This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.

Practice Tool: Providing good information and advice (2013):
People want information and advice about what social care is, how it works and how to know if it is good enough. They need this to make decisions about their lives, and to have choice and control over what happens (DH, 2012). This tool helps you to consider what good information and advice is, and how you can ensure that your practice supports people to receive it.

Strategic Briefing: User-led organisations (2013): User-Led Organisations (ULOs) can, and do, play a key role in a vibrant adult social care economy. They also contribute to the wider drive towards co-production and user engagement in the public sector. Drawing on evidence and practice, this briefing captures the role of ULOs in both service delivery and representing user voice. It also identifies the most effective means for building the capacity of ULOs, whether they are well established or emerging in their local area.

Customer Guide: What is... a user-led organisation? (2013): User-Led Organisations are becoming increasingly important in adult social care. This guide provides a summary of what a User-Led Organisation is, what they do and how you can get the most out of them.

How people’s privacy and dignity is respected and promoted

- Workshops:**
- **Recording Practice and decision making**
 - **Getting an outcomes approach into practice**
 - **Excellent care in practice: embedding the Care Act**
- Key Issue: Making an outcomes approach work in practice (2014):**
How can we support people using social care services to define the outcomes they want for themselves? Which approaches will work for everyone – people using services, staff and commissioners? This Key Issue draws on

	<p>the 'Making Safeguarding Personal' project and other practice areas to explore how to get an outcomes approach into practice. It includes policy context, definitions of outcomes and practical examples of outcomes-based practice and focuses on explaining the approaches that work.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013):</i> This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p>
<p>How people are supported at the end of their life to have a comfortable, dignified and pain free death</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Recording Practice and decision making • Getting an outcomes approach into practice • Using analysis and critical thinking in assessment <p>Webinars:</p> <ul style="list-style-type: none"> • Understanding the NICE social care guidelines (2015) • Ensuring Effective Assessment on the Frontline (2014) <p>Key Issue: <i>Making an outcomes approach work in practice (2014):</i> How can we support people using social care services to define the outcomes they want for themselves? Which approaches will work for everyone – people using services, staff and commissioners? This Key Issue draws on the 'Making Safeguarding Personal' project and other practice areas to explore how to get an outcomes approach into practice. It includes policy context, definitions of outcomes and practical examples of outcomes-based practice and focuses on explaining the approaches that work.</p> <p>Handbook: <i>Good Assessment: Practitioners' Handbook (2014):</i> Good practice in assessment is an essential part of effective social care. This handbook sets out the law, policy, evidence and theory that underpins good assessment. It helps assessors and organisations to improve their assessments in line with best practice and with the Care Act 2014.</p> <p>Practice Tool: <i>Supporting Good Assessment (2014):</i> These practical tools support organisations to deliver good assessment, develop good assessors, ensure the right support for assessment and think through the implications of delegating assessments to other parties. The tools reflect good practice that is consolidated by the Care Act. They can be used by organisations to review and strengthen their assessment delivery.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013):</i> This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p> <p>Strategic Briefing: <i>Achieving Outcomes through Integrated Working (2015):</i></p>

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Are they responsive to people's needs? *By responsive, CQC mean that services are organised so that they meet people's needs.*

The Key Lines of Enquiry:

Whether people receive personalised care that is responsive to their needs

Workshops:

- **Using analysis and critical thinking in assessment**
- **Recording Practice and decision making**
- **Supporting the workforce to develop community capacity**
- **Engaging and involving service users**
- **Excellent care in practice: embedding the Care Act**

Webinars:

- **Ensuring Effective Assessment on the Frontline (2014)**

Customer Guide: *What is... community capacity?* (2015):

This accessible guide provides a jargon-free explanation of 'community capacity' for a general audience. It explains the move from a world where many aspects of your community were the council's responsibility to a world where many things are up to you, your family, friends and neighbours. This guide looks at the possibilities and challenges of this new world

Handbook: *Good Assessment: Practitioners' Handbook* (2014):

Good practice in assessment is an essential part of effective social care. This handbook sets out the law, policy, evidence and theory that underpins good assessment. It helps assessors and organisations to improve their assessments in line with best practice and with the Care Act 2014.

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Handbook: *Good decision-making: Practitioners' Handbook* (2013):

	<p>This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p> <p>Key Issue: <i>Building community capacity (2012):</i> This Key Issue explores the meaning of social capital and its potential to utilise untapped resources – particularly relevant in times of budget cuts. The Key Issue places community capacity in the policy context of the Putting People First agenda and the Building Community Capacity Project. It considers case studies and includes links to resources and toolkits.</p>
<p>Whether the service routinely listens and learns from people’s experiences, concerns and complaints</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Involving people with dementia • Working with people who experience multiple needs and exclusions • Engaging and involving service users <p>Webinars:</p> <ul style="list-style-type: none"> • How can we enable people living with dementia to live independent and fulfilled lives? - Knowledge Exchange Webinar (2015) • Working with young carers: a 'whole family' approach to assessment -- Knowledge Exchange Webinar (2015) • Supporting adults with multiple needs and exclusions - Expert Webinar (2014) • Involving users to improve commissioning (2014) <p>Practice Tool: <i>Involving and Engaging People with Dementia (2015):</i> Following on from our successful workshop, this Practice Tool, written by Innovations in Dementia, provides practical methods and background information to help you think about the involvement of people with dementia, particularly in your service or workplace. We hope it inspires you to consider ways in which you can increase the involvement of people with dementia.</p> <p>Literature Review: <i>Supporting adults with multiple needs and exclusions (2014):</i> This review aims to answer important research questions in order to inform the debate on how to effectively support people who experience multiple needs and exclusions (MNE). It’s a useful resource to provide evidence for service design, as well as to support you in making the case for services for this client group.</p> <p>Key Issue: <i>Effective co-production (2014):</i> Co-production is potentially a radical idea: that services are designed and delivered equally by professionals and those who use them. This publication brings together the knowledge on the topic, defining the issues and explaining key concepts. It also looks at the implications – and the challenges – for commissioners, service providers, practitioners and people who use services.</p> <p>Key Issue: <i>Maintaining quality with reducing resources (2014):</i></p>

	<p>Commissioners and purchasers of care and support today face the double bind of reducing resources and increasing demand. Maintaining safe, effective and high quality services in these circumstances is the major concern facing all the constituents in local adult social care market places.</p> <p>This Key Issue is about understanding and working alongside the customer to be sure that the market produces what people actually want.</p>
<p>How people are assured that they will receive consistent, co-ordinated, person-centred care when they use or move between different services</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Evidence-informed decision making • Getting an outcomes approach into practice • Working preventatively in adult social care • Using analysis and critical thinking in assessment • Excellent care in practice: embedding the Care Act <p>Webinars:</p> <ul style="list-style-type: none"> • Understanding the NICE social care guidelines (2015) • Ensuring Effective Assessment on the Frontline (2014) • The Care Act - Expert Webinar (2014) <p>Strategic Briefing: <i>Achieving Outcomes through Integrated Working (2015):</i> The Care Act places additional emphasis on the already established imperative to integrate health and social care services, in order to focus on the outcomes that people who access care and support want to achieve. This briefing explores how ideas, approaches and concepts such as systems leadership can support integration, the barriers and enablers that need to be addressed, and provides examples of where integration has worked well.</p> <p>Handbook: <i>Good Assessment: Practitioners' Handbook (2014):</i> Good practice in assessment is an essential part of effective social care. This handbook sets out the law, policy, evidence and theory that underpins good assessment. It helps assessors and organisations to improve their assessments in line with best practice and with the Care Act 2014.</p> <p>Practice Tool: <i>Supporting Good Assessment (2014):</i> These practical tools support organisations to deliver good assessment, develop good assessors, ensure the right support for assessment and think through the implications of delegating assessments to other parties. The tools reflect good practice that is consolidated by the Care Act. They can be used by organisations to review and strengthen their assessment delivery.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013):</i> This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p>

Are they well-led? *By well-led, CQC mean that the leadership, management and governance of the organisation assures the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture.*

The Key Lines of Enquiry:

Whether the service has a positive culture (person-centred, open inclusive and empowering)

Workshops:

- **Promoting emotional resilience in social care teams**
- **Supervision and reflective practice**
- **Recording practice and decision making (for practice leads)**
- **Engaging and involving service users**
- **Supporting the workforce to develop community capacity**
- **Excellent care in practice: embedding the Care Act**

Webinars:

- **The Care Act - Expert Webinar (2014)**
- **Involving users to improve commissioning (2014)**
- **The Care Act: Providing good information, advice and advocacy (2015)**

Practice Tool: *Supporting emotional resilience within social care practitioners(2015):*

Emotional resilience is the ability to adapt to and 'bounce back' from difficult situations and can help individuals and teams to cope with uncertainty and stressful situations. These practical tools focus on the learnable skills and approaches that can be promoted and supported within the social care workforce. It includes practical exercises for teams, individuals and managers that can be used to improve practice and service delivery.

Key Issue: *Effective co-production (2014):*

Co-production is potentially a radical idea: that services are designed and delivered equally by professionals and those who use them. This publication brings together the knowledge on the topic, defining the issues and explaining key concepts. It also looks at the implications – and the challenges – for commissioners, service providers, practitioners and people who use services.

Practice Tool: *Getting the most out of supervision (2013):*

This resource helps you identify aspects of good supervision and enables you to develop these aspects in practice. It includes an outline of what good supervision is and its purpose, exercises to complete to reflect on what 'good' supervision is and what can impact on it, tools to develop your organisational policy on supervision, and tools to support reflective supervision.

Policy Scope: *Feedback and engagement (2013):*

	<p>Feedback and Engagement with users and carers is a key policy driver in the planning, commissioning, delivery and monitoring of services. It is an increasing priority for commissioners, practitioners, educators, statutory bodies and providers of health and social care services. The information in this scope mostly relates to the policy landscape in England. While Welsh councils are involved in a great deal of public engagement, some of which enables citizens to help shape services, there is as yet no comprehensive national strategy for public engagement in Wales</p> <p>Policy Scope and Literature Review : Preventing need and maximising independence (2013): Interest in delivering preventive services in adult social care has grown significantly in recent years among politicians, directors of services and campaign groups. This Policy Scope provides a summary of policy activity in this area, while identifying the key issues, trends and possible future policy direction. The implications for professionals working at a local level and the benefits for service users are also considered.</p> <p>Key Issue: Building community capacity (2012): This Key Issue explores the meaning of social capital and its potential to utilise untapped resources – particularly relevant in times of budget cuts. The Key Issue places community capacity in the policy context of the Putting People First agenda and the Building Community Capacity Project. It considers case studies and includes links to resources and toolkits.</p>
<p>How the service demonstrates good management and leadership</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Promoting emotional resilience in social care teams • Supervision and reflective practice • Recording practice and decision making (for practice leads) • Training Transfer: getting learning into practice • Working preventatively in adult social care • Implementing successful change in practice <p>Webinars:</p> <ul style="list-style-type: none"> • Understanding the NICE social care guidelines (2015) • From page to practice: what our resources can do for you - Support Webinar (2015) • Getting the most out of RiPFA resources – Support Webinar (2015) • The Care Act - Expert Webinar (2014) • Evaluating Training (2014) <p>Practice Tool: Supporting emotional resilience within social care practitioners(2015): Emotional resilience is the ability to adapt to and 'bounce back' from difficult situations and can help individuals and teams to cope with uncertainty and stressful situations. These practical tools focus on the learnable skills and approaches that can be promoted and supported within the social care workforce. It includes practical exercises for teams, individuals and managers that can be used to improve practice and service delivery.</p> <p>Strategic Briefing: Supporting people with multiple needs and exclusions (2015):</p>

By working with key partners and contributing to a 'whole area approach', strategic leaders in adult social care can help to coordinate the kind of personalised, assertive and persistent support that has been shown to work for people facing multiple needs and exclusions.

This has potential to improve health and well-being outcomes, and to save public money through more effective coordination of services and reduced demand in the long-run.

This Strategic Briefing summarises the benefits of a whole area approach and provides guidance on how it can be achieved.

Key Issue: *Enablement in dementia (2015):*

The idea that it's possible to 'live well' with dementia is really quite radical. There is a popular assumption that the condition will lead to a total shutdown of the self, with increased dependency on services and inevitable institutionalisation – that being safe and comfortable is the best we can hope for.

In this Key Issue we present evidence and practical examples to demonstrate different aspects of enablement, and consider how services need to be commissioned, organised and managed in order to make this happen.

Practice Tool: *Getting the most out of supervision (2013):*

This resource helps you identify aspects of good supervision and enables you to develop these aspects in practice. It includes an outline of what good supervision is and its purpose, exercises to complete to reflect on what 'good' supervision is and what can impact on it, tools to develop your organisational policy on supervision, and tools to support reflective supervision.

Policy Scope and Literature Review : *Preventing need and maximising independence (2013):*

Interest in delivering preventive services in adult social care has grown significantly in recent years among politicians, directors of services and campaign groups. This Policy Scope provides a summary of policy activity in this area, while identifying the key issues, trends and possible future policy direction. The implications for professionals working at a local level and the benefits for service users are also considered.

Booklet and Poster: *Training Transfer (2012):*

This booklet provides practice suggestions informed by research evidence to support people who attend, commission and deliver training to improve their learning and development processes.

Such changes should maximise the chances of training transfer occurring.

Without training transfer - the use of the acquired knowledge or skills once back at work - the training can be a waste of both time and money. Maximising the return on investment from training programmes is always important, but it becomes essential during times of austerity.

The resource is aimed at people who have a responsibility for ensuring that training is successfully transferred to practice. This may include people who provide or commission training, team leaders, supervisors and managers - but it may also be of interest to other qualified and non-qualified staff or volunteers who would like to make the most of the learning opportunities provided to them.

Includes *Training Transfer: Getting Learning into Practice* Poster.

Strategic Briefing: *Service Restructuring (2011):*

	This briefing identifies a number of considerations for evidence informed restructuring.
<p>How the service delivers high quality care</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Promoting emotional resilience in social care teams • Supervision and reflective practice • Recording practice and decision making (for practice leads) • Finding, using and appraising evidence • Training Transfer: getting learning into practice • Working preventatively in adult social care • Evidence-informed decision making • Implementing successful change in practice • Excellent care in practice: embedding the Care Act <p>Webinars:</p> <ul style="list-style-type: none"> • Understanding the NICE social care guidelines (2015) • The Care Act: Providing good information, advice and advocacy (2015) • From page to practice: what our resources can do for you - Support Webinar (2015) • Getting the most out of RiPfA resources – Support Webinar (2015) • The Care Act - Expert Webinar (2014) • Evaluating Training (2014) <p>Practice Tool: <i>Supporting emotional resilience within social care practitioners (2015):</i> Emotional resilience is the ability to adapt to and 'bounce back' from difficult situations and can help individuals and teams to cope with uncertainty and stressful situations. These practical tools focus on the learnable skills and approaches that can be promoted and supported within the social care workforce. It includes practical exercises for teams, individuals and managers that can be used to improve practice and service delivery.</p> <p>Practice Tool: <i>Appreciative Inquiry in Safeguarding Adults (2015):</i> Appreciative Inquiry is a method to help you analyse situations, make decisions and formulate action plans for change. This tool is a great starting point for practitioners, managers, supervisors and Safeguarding Adult Boards who want to understand more about Appreciative Inquiry and how it can be used to evaluate and improve safeguarding services.</p> <p>Leaders Briefing: <i>Safeguarding in light of the Care Act (2015):</i> The Care Act has altered the way we need to structure and provide safeguarding for adults. Professor Michael Preston-Shoot looks at the key changes and implications for strategy and practice, and shares the experiences of local authorities who are leading the way in forging effective multi-agency partnerships. He identifies key actions to take to support Making Safeguarding Personal and how to incorporate new areas of practice into safeguarding - including self-neglect, domestic abuse and modern slavery.</p> <p>Policy Scope: <i>Personalisation and managing the market (2014):</i></p>

	<p>Personalisation has had a significant impact on the market and created a conundrum for commissioners in terms of supporting the market to deliver the personalisation agenda while ensuring quality in that delivery. This Policy Scope outlines the rationale and drivers for personalisation, the implications for commissioners and likely future trends.</p> <p>Key Issue: <i>Maintaining quality with reducing resources (2014):</i> Commissioners and purchasers of care and support today face the double bind of reducing resources and increasing demand. Maintaining safe, effective and high quality services in these circumstances is the major concern facing all the constituents in local adult social care market places. This Key Issue is about understanding and working alongside the customer to be sure that the market produces what people actually want.</p> <p>Handbook: <i>Good decision-making: Practitioners' Handbook (2013):</i> This handbook sets out the evidence relating to decision-making in adult social care and provides a range of tools to support individuals and groups to explore their own decision-making.</p> <p>Practice Tool: <i>Getting the most out of supervision (2013):</i> This resource helps you identify aspects of good supervision and enables you to develop these aspects in practice. It includes an outline of what good supervision is and its purpose, exercises to complete to reflect on what 'good' supervision is and what can impact on it, tools to develop your organisational policy on supervision, and tools to support reflective supervision.</p>
<p>How the service works in partnership with other agencies</p>	<p>Workshops:</p> <ul style="list-style-type: none"> • Getting an outcomes approach into practice • Working preventatively in adult social care • Supporting the workforce to develop community capacity • Safeguarding and domestic abuse • Making safeguarding personal • Excellent care in practice: embedding the Care Act <p>Webinars:</p> <ul style="list-style-type: none"> • Safeguarding and domestic abuse (2015) <p>Strategic Briefing: <i>Achieving Outcomes through Integrated Working (2015):</i> The Care Act places additional emphasis on the already established imperative to integrate health and social care services, in order to focus on the outcomes that people who access care and support want to achieve. This briefing explores how ideas, approaches and concepts such as systems leadership can support integration, the barriers and enablers that need to be addressed, and provides examples of where integration has worked well.</p> <p>Policy Scope: <i>Personalisation and managing the market (2014):</i> Personalisation has had a significant impact on the market and created a conundrum for commissioners in terms of supporting the market to deliver the personalisation agenda while ensuring quality in that delivery. This Policy</p>

Scope outlines the rationale and drivers for personalisation, the implications for commissioners and likely future trends.

Key Issue: *Building community capacity (2012)*:

This Key Issue explores the meaning of social capital and its potential to utilise untapped resources – particularly relevant in times of budget cuts.

The Key Issue places community capacity in the policy context of the Putting People First agenda and the Building Community Capacity Project. It considers case studies and includes links to resources and toolkits.