

### REPORT SUMMARY SHEET

Meeting: Date:	Trust Board 12 <sup>th</sup> June 2019
Title:	Executive Director of Social Work Report
Lead Director:	Paul Morgan Director of CYPS & Executive Director of SW
Corporate Objective:	<ul style="list-style-type: none"> <li>• Promoting safe, high quality care</li> <li>• Maximising independence and choice for our patients</li> <li>• Being a great place to work, valuing our people</li> </ul>
Purpose:	For Assurance
<b>Summary of Key Issues for Trust Board</b>	
<u>High level context:</u> Summary of activity/developments within the Social Work Profession	
<u>Key issues/risks for discussion:</u> <ul style="list-style-type: none"> <li>• Accountability and Assurance Framework for Social Work and Social Care Staff</li> <li>• Building Social Work Leadership</li> <li>• Engagement with Service Users</li> <li>• Innovative Practice/Quality Improvement</li> </ul>	
<u>Summary of SMT challenge/discussion:</u> For information	
<u>Internal/External engagement:</u> Ongoing internal engagement across all relevant programmes of care and external engagement with DHSSPS, OSS and HSCB	
<u>Human Rights/Equality:</u> Not applicable	

# **EXECUTIVE DIRECTOR OF SOCIAL WORK REPORT FOR TRUST BOARD**

**June 2019**

## **1. Local Engagement Partnership (LEP)**

Under the auspices of the Social Work Strategy, each Trust established a Local Engagement Partnership including partner agencies, carers, service users, social workers and managers. The Southern Trust LEP has now been well established for two years. The theme of co-production has been promoted widely across our services and a total of 27 Coproduction Champions have been identified and trained. These Champions play an invaluable role in conducting awareness raising sessions and engaging directly with the teams.

Our service user representative who is also Co-Chair of the LEP, has driven the principle that co-production is embedded as a basic principle of social work practice, therefore all students and new social workers who commence with the Trust are provided with an overview as part of their induction training.

A survey monkey questionnaire established a baseline of staffs understanding of coproduction, providing an operational definition and identifying current and potential coproduction ideas across the social work profession.

## **2. Southern Trust social work student programme**

The Southern Trust provided 83 student social work placements this reporting year. In August 2018 the Trust offered 34 placements and 28 placements were allocated (17 adult and 11 children). The Trust is entirely dependent on the availability of practice teachers across Children's and Adult Services to deliver this commissioned function. In January 2019 the Trust offered 55 student placements and 55 placements were subsequently provided (27 Children and 28 Adults).

The structural and operational changes within the Programmes of Care and staff availability continue to pose ongoing challenges in meeting the required number of placements. The emergence of teams providing crisis response, shift work and covering weekends has provided exciting new opportunities which unfortunately are hampered by small diverse teams limiting team support for student learning. The nature of unplanned immediate responses to referrals make it difficult to plan for student requirements. These options continue to be explored as they become more established and embedded in the service.

Historically there are certain sites that are more able to facilitate students with special circumstances and these sites continue to get the more complex allocations. This results in "burn out" and withdrawal of site for a period of time. At January 2019 juncture 3 sites declined to offer a placement due to having a challenging student placement previously. Despite support and input from the Social Services Workforce Development and Training (SSWD&T) Team these sites deemed it necessary for staff and service users to take a break.

The Trust has taken a very proactive approach in dealing with students with special circumstances with the introduction of a Student Placement Panel consisting of Human Resources, Occupational Health and Information Technology. This panel considers the allocated students with declared

special circumstances post allocation to establish how the Trust can meet these requirements and to activate the processes necessary to secure any reasonable adjustments at an early stage.

The Trust maintains their stringent process of one allocation per singleton Practice Teacher to ensure each Practice Teacher has scope to meet the student's needs. This approach has been an invaluable asset as the number of students presenting with complex needs continues to rise.

The Trust has a very robust process in ensuring their provision meets the required standards.

### ***NISCC Practice Learning Standard 3.7.6***

***Maintains the continuing competence of social workers engaged in supporting and assessing practice learning, including the provision of refresher training.***

This standard is met in the Trust by:

- 1) Ensuring Practice Teachers receive information and training to keep them up to date via 4 Practice Teacher Support Groups per annum. This includes sharing good practice ideas and experiences, an awareness of issues that can arise, dissemination of information and regional developments. The Trust SharePoint web base supplements this. All relevant information is also sent to Practice Teachers via their Trust Email address.
- 2) Continuing Professional Development Days, planned to meet identified need, have also been delivered including for example, "Reviewing Core Skills in Communicating through the Assessment Process", "Evidencing Community Development in Practice Learning."
- 3) Opportunity to attend regional and college led training days and events

To support the availability and release of Practice Teachers for training, Practice Teacher Support Groups continue to be facilitated over lunch time and these groups are well attended. Similarly Line Managers are supportive of their staff attending relevant training to ensure a quality service is maintained.

The Trust also provides each singleton Practice Teacher with an allocated mentor from the SSWD&T Team during each cohort to provide support and guidance when required.

### ***NISCC Practice Learning Standard 3.7.5***

***Ensures that social workers who are qualified to assess practice normally work with a minimum of 2 students in every 5 year period, in order to maintain their competence;***

This standard is met in the Trust by:

Refresher Training is offered when Practice Teachers have not facilitated a student within the stipulated timeframe ensuring Practice Teachers meet the standard required. This was provided to 2 Practice Teachers in this reporting period and is continually kept under review.

The audit of standards and practice is continually evolving with twice yearly audit of Practice Teacher's supervision files, student, Practice Teacher and onsite evaluation forms and regular practice learning cluster training team meetings to review and develop service. Ongoing training sessions, audits and support are in place to ensure the effective and competent introduction of electronic supervision files.

Ongoing work in developing practice learning sites is reflected in the increase in adult placements offered in August 2018 and January 2019. This further reflects the proactive approach the Trust introduced to address this issue including direct contact with Heads of Service and attendance at governance meetings raising awareness on the issues and reinforcing the importance and need for good practice learning sites. Whilst there is an increase in placement sites there continues to

be a difference between the number of Adult and number of Child and Family onsite practice teachers. A proactive approach towards adult services when selecting candidates for the Practice Teacher Training Award has been introduced and remains in place regarding the intakes. The applications for Northern Ireland Practice Teacher Training Award is oversubscribed and there has been an increase in those selected to undertake this programme supported by an increase in Practice Teacher Training Programme assessors from the SSWD&T Team.

Exploring the possibility of new sites, and re-engaging sites that have not facilitated a placement for a significant period of time, remains ongoing.

A programme to support on-site facilitators and their involvement in appropriate training to encourage the provision and retention of placements is well established. Work continues on maintaining and developing the practice learning ethos throughout the Trust and is well supported by Directors and Heads of Service in all Programmes of Care.

### **3. Social Services Workforce Development and Training (SSWD&T)**

The team is critical in supporting the delivery of the DoH Personal Social Services Training and Development Strategy 2006-16 (under review).

Within the Southern Trust, the workforce development and training opportunities provided for Social Work and Social Care Staff continue to meet the priorities listed within the strategy. The opportunities have been provided across all sectors and are reported on annually to the HSC and DoH.

Within the reporting period, appropriate workforce development and training opportunities have continued to be available. These include:

Southern Trust Social Work Strategy Leadership Programme for first line managers / Band 7 staff (under the auspices of the Social Work Strategy) was delivered to a total of 26 participants in the reporting year. 14 candidates successful submitted to claim 3 PiP requirements from the Leadership and Strategic Award. This programme continues to equip first line managers to lead on safe and effective practice with a further 20 candidates currently undertaking the programme.

September 2018 saw the commencement of the Social Care Leadership Programme for Social Care staff (Band 5). This is a bespoke programme for Social Care Managers in the Southern Trust and has been designed to further develop and refine the leadership skills of social care leaders/managers so that they can play a leading role in delivering better outcomes aligned with the DoH Delivering Together programme.

21 Social Work staff across all programmes of care achieved Full Awards this year, including 5 staff achieving the Strategic and Leadership Award; 12 staff achieving the Specialist Award and 4 achieving the Consolidation Award.

Improving safety and quality of Personal Social Services remains a priority within the Southern Trust. This year saw 6 candidates successfully complete the Regional "Quality Improvement in Social Work" programme and imbed their improvement initiative with Trust practice. There are a further 2 candidates enrolled from the Southern Trust in 2018/19.

Work continues to support the Social Care workforce to attain accredited and assessed work base qualifications via RQF and also other specifically tailored in-service training.

Working in partnership both within the Trust and across the Region is central to all of the work undertaken. Collaboration with Universities and Higher Education Institutions is evidenced in work undertaken with qualifying social workers and with those engaged in post qualifying programmes.

The new Social Work and Community Development programme is one example of such co-design and co-production. The Southern Trust have led on the development of an exciting new post-qualifying programme “Social Work and Community Development Approaches”. This has been undertaken in partnership with Ulster University and supported by the Department of Health, Health & Social Care Board, Health & Social Care Trusts and Service Users. The NISCC approved programme attracted social workers from 5 Trusts including 8 from the SHSCT. Two of the SHSCT candidates, currently undertaking this programme, have achieved career progression into Primary Care Social Work roles.

The SSWD&T Team continues to invest heavily in its Child Protection and Adult Protection programmes. Within the reporting year the Team has reviewed and adapted materials to reflect the changing policy and practice landscape. Additionally 7 members of Trust staff were engaged in the PiP accredited Adult Safeguarding programme. Within year, 6 of these members of staff achieved requirements at Specialist Award level.

The newest entrants to the Social Work profession at AYE level continue to be supported, progressed and assessed in accordance with NISCC standards.

Overall 6485 staff attended courses provided by Social Services Workforce Development and Training team in the Trust in year. This included:

- 4517 Social work & Social Care
- 799 Nurses
- 92 Medical and Dental
- 90 Education Authority
- 117 PSNI
- 159 AHP
- 272 Admin/Clerical
- 138 Support services/Service users
- 5 Senior Executives/Non Executive Board Members
- 269 Other including voluntary sector

Training is provided in four main areas:

- Children’s services
- Adult services
- Child protection
- Adult Protection

Attendance at our courses continues to be from a range of disciplines and agencies although funding is primarily for social work social care.

#### **4. The Mental Capacity Act**

The Permanent Secretary wrote to the Trusts in March 2019 to state that parts of the Mental Capacity Act were to be implemented in October 2019. Although this Act was legislated in 2016, there has been a certain lack of momentum regionally to plan for implementation of this Act and which now necessitates concerted effort across the Trust to prepare and deliver the act.

The Mental Capacity Act (Northern Ireland) 2016 is the first independent legislation to cover the legalities surrounding a lack of mental capacity.

Divided into 15 parts, the Act starts by clearly defining key terms such as 'lacking capacity' and 'best interests decision making', making this the first time that Northern Ireland has explicitly defined mental capacity through legislation. It also defines the High Court's role in making decisions on a person's behalf, including their ability to appoint deputies to act on someone's behalf.

The rest of the Act is a thorough, directive account of the safeguards that are now in place to protect the care, treatment and personal welfare of those who lack capacity.

This is also the first time that mental health and mental capacity law has ever been combined, ensuring that those who have capacity issues as a direct result of mental health are also being protected.

The Act extends further to cover matters relating to the criminal justice system, and it also makes the provision of Independent Mental Capacity Advocates where additional support is required with best-interests decision making.

There will be potentially significant impact across the Trust following implementation in the following areas (please note, this list is not exhaustive)

- Admission/Detention
- Care and Treatment
- Discharge
- Roles and Responsibilities
- Training
- Resourcing the Panels
- Approved Social Work provision

The DoH will be providing training from Sept 19 – Dec 19. The training will be on 4 levels:-

- E learning for all HSC staff / professionals (1 – 2 hours)
- ½ day training on DOL
- ½ -1 Day training on Capacity Assessment and Application of process
- 1 day training for Trust panel staff

## **5. Delegated Statutory Functions (DSF)**

The annual DSF report was recently approved by Trust Board in May. The report clearly outlines the challenges to the Trust and the workforce in continuing to deliver Statutory Functions across all programmes of care. Whilst the demand and capacity issues are comprehensively highlighted, the report also demonstrates the excellent work that is being carried out in the Trust and the commitment of our staff to person centred practice and co-production. The main themes highlighted are:

- Increasing demands on workforce now and in near future, i.e. Adult Safeguarding, Signs of Safety, Mental Capacity Act, Professional supervision
- Management of continued demand on domiciliary care services
- Increased pressure re recruitment and retention of staff in both Children's and Adult Services
- Rise in referrals, complexity and demand
- Increasing demand for bed based options and placement choice options

- Increasing challenges in managing behaviours across Children's and Adult services
- Evidence of assurance and accountability
- Clear evidence of meaningful co-production
- Reform, reconfiguration and transformation in service delivery including good evidence of innovation and improvement

The annual DSF meeting with the HSC will be on 14 June 2019, attended by the Executive Director of Social Work, operational Directors and Assistant Directors.

## 6. Southern Trust Social Work Leadership Programme: September 2018 - March 2019

In the context of the Regional Social Work Strategy, social work managers and leaders in the Trust need to be adept at aligning strategy and culture and delivering radical and practice based change. Due to the increasing demands on our social work staff, a bespoke Social Work Leadership programme (bands 6-8a staff) has been delivered the past three years. The programme is based on the following core elements:

- **Understanding self and others** which examines learning styles and work preferences in self and others, the use of social intelligence and how to influence decisions and motivate others.
- **Articulating the Social Work Vision** includes work on communicating the vision, values and direction of the social work strategy and implications for your role in your setting.
- **Strategic leadership and change** which is about moving from vision to strategy and translating strategy into action using the balance scorecard.
- **Collaboration and influence** through dealing with conflict, networking and making connections.
- **Developing my Personal Leadership Action Plan** will help you build resilience and commitment as a leader and plan a way forward for yourself.

Candidates are supported throughout the course by the provision of a Trust Coach enabling them to reflect on their learning and translate it into their workplace. Some evaluation from this programme is thus:

*"Excellent course.....really interested in participating in the programme.....will help me determining my career"*

*"Invaluable, supportive and motivating opportunity to promote self-confidence and ability in my role as a team leader"*

*"Very good as it helped me think through my leadership goals and action and motivated me to plan towards the same"*

A number of this year's candidates used this course to claim 3 post qualifying (PiP) at Leadership and Strategic Award. The NISCC External examiner commented on the programme as:

*"..impressive in the degree of analysis and reflection"*

## **7. Southern Trust Leadership Programme for Social Care Managers September 2018-March 2019**

In recognition of the challenges faced by our Social Care Managers and in acknowledgement of the regulated nature of the social care workforce, a Leadership Programme was developed under the auspices of the Executive Director Social Work and is unique across the region. The aim of the programme was to further develop and refine the leadership skills of social care leaders so that they can play a leading role in delivering better outcomes aligned to the Delivering Together Strategy.

The programme was delivered across 6 half day workshops and explored the following:

- Introduction to Leadership and Management
- Engagement and Motivation
- Translating Strategy into action
- Collaboration and Leading Change
- Communication your role, service vision, values and direction
- Developing Personal Leadership and management Action Plan

The subsequent evaluation was very positive with 100% of participants stating they would recommend this course to a colleague. Quotes from participants are thus:

*“Importance of understanding interaction with others and engaging with other professionals-looking at situations from their perspective”*

*“More self-aware on how I communicate more effectively”*

*“Learnt a lot about my leadership style and how it impacts on me and on my team members and the ways I can improve”*

*“The need to manage but also lead and to be aware of the difference”*

## **8. Quality Improvement-Scottish Leadership programme (SciL)**

Social Work in the Southern Trust continues to develop staff in the field of Quality Improvement and are core to the regional Staying Connected QI programme in which the Assistant Director and Head of Service for Social Work are founding members. The Executive Director of Social Work has recently been successful in obtaining funding for the Scottish Leadership programme which commenced in May 2019 and is being delivered in Northern Ireland. Seven of our social workers across the programmes of care commenced this course and have a wide variety of Improvement projects where the service user is central.

## **9. The Professional Social Work Forum- “Supporting Excellence in Social Work”**

The Forum is now in its third year and is an opportunity for staff across all programmes of care to come together bi-annually to listen to the good practice of their peers. The recent forum held in May was attended by 110 social work staff who heard presentations about the following programmes/initiatives.

- Autism Awareness Training
- Young Carers within Acute psychiatric Inpatient Unit
- Young Carers experience of the Young Carers Project



- Family Group Conferencing for Vulnerable Adults
- Carers Conversation Wheel Improvement project-included two of our Carers in Adult Physical Disability
- Trauma Informed Practice with Looked After Children: The Road to Recovery

**Paul Morgan**

**Executive Director Social Work**

**May 2019**