

## Appendix 4: EDS2 Improvement Plans 2015-16 for Goals 1-4

### 4.1: Admiral Nursing Services for families living with dementia

EDS2 Goal	Description of issue / area of improvement highlighted	Source	Mitigation / Reasonable Adjustment to make	Responsible Lead /s & Timeline	Status (Complete, Scheduled, Under discussion)
1.1,1.2	Need for better equalities data on users and carers	EDS2 workshop	Capture equalities data at referral stage – need to ensure ensure data also captured when people self-refer.	AD for Mental Health and Admiral Nursing Services	Scheduled
1.1	Need for better user/carer statistics	EDS2 workshop	Statistics to be analysed by external evaluator.	AD for Mental Health and Admiral Nursing Services	Scheduled
1.1, 2.1	Need to publicise the service more/better	EDS2 workshop	Promote the service through a range of methods – including events, primary care and partner agencies to encourage groups from diverse communities to access the service. PR campaign to increase awareness of services especially among voluntary sector organisations, social services and GPs. Publish leaflets to encourage self-referrals. Use of council website to promote services among groups such as LGBT and refugee groups.	AD for Mental Health and Admiral Nursing Services	Scheduled
1.3	Improve communication links with A&E	EDS2 Workshop	Introduce an electronic alert to inform A&E and other services that care and support is already in place. This would prevent unnecessary hospital admissions and distress to service user.	AD for Mental Health and Admiral Nursing Services	Scheduled
1.3	Improve interagency working to support transitions. Delays from care homes regarding admission of patients at an acute stage results in stress and pressure on carers which affects their well-being.	EDS2 Workshop	Improve link between Admiral Nursing Service and social care and nursing homes in particular.	AD for Mental Health and Admiral Nursing Services	Complete

1.4	Improve feedback from carers to gauge safety and quality standards.	EDS2 Workshop	Hold interviews with carers to explore what is and what is not working.	AD for Mental Health and Admiral Nursing Services	Complete
1.4	Improve interagency links to support safety standards for users and carers	EDS2 Workshop	Engagement and outreach with agencies such as Fire services (to conduct home safety inspections).	AD for Mental Health and Admiral Nursing Services	Scheduled
1.4	Review current policies to ensure they are inclusive.	EDS2 workshop	Update policies to ensure they take into account of equality and diversity.	AD for Mental Health and Admiral Nursing Services	Scheduled
1.4, 2.2	Closer and improved working with social care to services provided are proactive rather than reactive by responding only when there is a crisis, as it can prove dangerous for patients with dementia.	EDS2 workshop	Admiral Nursing Service needs to provide regular updates on users and carers so that dementia patients and carers can benefit from timely services and interventions and costly mistakes are prevented.	AD for Mental Health and Admiral Nursing Services	Complete
2.1, 2.2	Identify a range of ways to promote service among different groups with increased capacity in team.	EDS2 workshop	Work with voluntary groups likely to have better links with different communities and attend events to promote service. Ensure dementia carer steering group is representative of different groups.	AD for Mental Health and Admiral Nursing Services	Complete

2.3	Need to share national best practice.	EDS2 Workshop	Promote sharing of information, knowledge and best practice through inter-agency working groups	AD for Mental Health and Admiral Nursing Services	Complete
2.4	Improve awareness of Complaints Policy	EDS2 Workshop	Promote complaints policy widely and identify ways in which carers lacking the capacity to do so can make complaints	AD for Mental Health and Admiral Nursing Services	Complete
2.4	Improve joint working between social care and Admiral Nursing teams.	EDS2 workshop	Closer joint working between social care and Admiral Nursing teams can minimise complaints and impact of delayed access to specialist care services (which could lead to poorer outcomes, including infection and death for patients and increased stress levels for carers).	AD for Mental Health and Admiral Nursing Services	Scheduled

## 4.2 Enhanced Optometry Services for people with Learning Disabilities

EDS2 Goal	Description of issue / area of improvement highlighted	Source	Mitigation / Reasonable Adjustment to make	Responsible Lead /s & Timeline	Status (Complete, Scheduled, Under discussion)
1.1	Need to maintain ongoing communication with Carers' and Providers' Fora	EDS2 workshop	Attend Carers' and Providers' Forum on an ongoing basis.	See Ability/Assistant Director for mental Health	Under discussion
1.1, 2.2, 2.3	Improve patient/carer feedback	EDS2 workshop	Identify new methods of gathering feedback, including interviews and use of Webstar to include a question on consent and feedback as part of submission for payment. Also develop 1-page easy to use feedback form.	See Ability/Assistant Director for mental Health	Under discussion
1.1, 1.4	Improve access to services especially among young people and BAME communities.	EDS2 workshop	Outreach to help users and carers from different communities to understand and take up services. Event planned with Speak Up self-advocacy group. Clear work-plan to be developed for year ahead.	See Ability/Assistant Director for mental Health	Event with Self-Advocacy group complete, meeting with Orchard Hill College planned, Meeting with BAME under discussion.
1.1, 1.2, 1.3 and 1.4	Improve promotion of service.	EDS2 workshop	Promote service through GP practices and use of leaflets in different languages to encourage take-up from diverse communities. Ensure regular attendance at events to promote service and through agencies like Mencap.	See Ability/Assistant Director for mental Health	Had a meeting with Razia Sattar from Sutton Voluntary Service, she doesn't feel use of leaflet in different languages is needed.

					However the decision will be made following meetings with BAME groups in Sutton. Plans in place to promote service.
1.1, 1.2, 1.4, 2.2	Monitoring of optometrist qualification	EDS2 workshop	Ensure all optometrists funded to deliver this scheme comply with relevant accreditations. Regular monitoring of 2-yearly refresher training and accreditation of optometrists.	SeeAbility and Assistant Director for mental Health	Ongoing
1.2	Ensure appropriate links maintained between services	EDS2 workshop	Maintain links between locality meetings and GP practices.	Assistant Director for mental Health	Ongoing
1.3	Services now available from 14 years onwards (earlier from 18 years +)	EDS2 workshop	Promote services to young people through special schools, GP Practices and Link Nurses. Appointments made at practice-level by GPs and Link Nurses likely to lead to better patient outcomes.	SeeAbility/Assistant Director for mental Health	Ongoing & another leaflet being devised to promote service.
1.4	Regular monitor of quality and safety standard adopted at optometrists	EDS2 workshop	Review of DBS checks to take place every 3 years. Two-yearly monitoring of safety and quality standards at optometrists.	SeeAbility and Assistant Director of Mental health	Ongoing
2.1	Need to clarify pathways to People with Learning Disabilities through promotional material.	EDS2 Workshop	Develop user friendly leaflets and promotional material for display at special schools, charities, GP surgeries and other venues accessible by people with learning disabilities and their carers.	SeeAbility/Assistant Director for mental Health	Leaflet being devised to promote service
2.1	To give patients and carers key information related to vision.	EDS2 workshop	To provide carers highlights of patients' vision health through a Vision-Passport	SeeAbility/Assistant Director for mental Health	Under discussion
2.2	Promote advantages of using optometrist practices than domiciliary services.	EDS2 workshop	Raise awareness on advantages of practices (better choice of glasses and person-centred customer services).	SeeAbility/Assistant Director for mental Health	Ongoing
2.3	Need to share lessons learnt and good practice among optometrists funded to provide this service.	EDS2 workshop	Share good practice and lessons through LOCSU and SeeAbility website.	SeeAbility/Assistant Director for mental Health	Under discussion
2.4	Patients/carer to be supported to understand complaints procedures.	EDS2 workshop	Improve information available on complaints through methods like easy-to-read fliers and telephone feedback.		Under discussion

#### 4.3: Improvement Plan 2015-16 for Goal 3 (A representative and supported workforce)

EDS Goal	Description of issue / area of improvement highlighted	Source	Recommended mitigation plan	Responsible Lead /s & Timeline	Status
3.1	Need for more guidance on developing job descriptions and person specifications.	EDS2 Staff workshop	All Job advertisements and Job Descriptions and person specifications to be approved by appropriate directors.	Sarah Patmore	Under discussion
3.1	Recruitment managers to be trained on interview skills and giving appropriate feedback.	EDS2 Staff workshop	Training for managers on recruitment and selection best practice. To include giving feedback to candidates, guidelines and a flowchart to explain the recruitment and selection process.	SP/YM	Under discussion
3.1	Managers to consider candidates with transferable skills.	EDS2 Staff workshop	To be covered in recruitment and selection training and guidance.	SP	Under discussion
3.1	Assessment processes to finalise the best candidate (presentations not always the best test) and to test people and problem-solving skills	EDS2 Staff workshop	To be covered in recruitment and selection training and guidance.	SP	
	Pay and grading does not take into account additional responsibilities	EDS2 Staff Workshop	Managers to discuss this with staff if additional duties require job regarding.		Ongoing
3.2	Some teams inadequately resourced (due to increased staff strength). Additional work needs to be acknowledged and compensated.	EDS2 Staff workshop	Review undertaken of teams based on workload and resource base. Feedback to be provided to individual directorates.	Management Team	Under discussion
3.2	Review of pay for interims – address perception.	EDS2 Staff workshop	To be feedback by respective directorates.	Directors to respond	Ongoing
3.3	PDRs not clearly linked to individual training and development needs	EDS2 Staff workshop	Managers to receive guidance on appraisals (PDR) and identifying training needs with staff (to be addressed through Personal Development Plans – PDP).	SP	Under discussion
3.3	Training and Development – transparent process not in place – linked to managerial discretion.	EDS2 Staff Workshop	CCG to undertake Training Needs Analysis through team sessions, like lunch-time learning.	SP/Sarah Taylor	Under discussion
3.3	Identify different learning methods (such as shadowing/informal learning).	EDS2 Staff Workshop	To be agreed at management team.	Mary Hopper	Under discussion
3.3	Need to communicate widely statutory and	EDS2 Staff	Promoted internally through posters, email and staff	SP/ST	Complete

EDS Goal	Description of issue / area of improvement highlighted	Source	Recommended mitigation plan	Responsible Lead /s & Timeline	Status
	mandatory training	Workshop	newsletter/bulletin.		
3.3	Need for induction for new starters and an induction pack (which includes CCG's policies and other relevant information).	EDS2 Staff Workshop	HR to ensure new starters receive an induction session and an induction pack.	Sarah Patmore	Scheduled
3.3	Training budget needs to be increased.	EDS2 Staff Workshop	Training budget increased. Individual training requests to be considered by relevant managers and directorates.	Exec board	Complete
3.3	Training on cultural competency and unconscious bias to be shared with clinical leads.	EDS2 Staff Workshop	Training for CCG staff and Clinical leads on cultural competency and unconscious bias.	SP/YM	Under discussion
3.4	Online E& D training no longer being offered – alternatives to be considered.	EDS2 Staff Workshop	Face to face E&D training to be considered/sourced.	SP/YM	Under discussion
3.4	Need to raise awareness of harassment and bullying within and outside (e.g. partner organisations, through emails from external organisations).	EDS2 Staff Workshop	Training on responding to harassment and bullying to raise staff awareness on how to respond to unacceptable behaviour and ensure staff feel supported.	SP/YM	Under discussion
3.4	Need for a senior champion to discuss/lead conversations on harassment and bullying.	EDS2 Staff workshop	To consider staff forum with director-level support. Information to be feedback to director to reassure staff of 'open-door' policy.	Management Team	Under discussion
3.4	Need to communicate and promote Dignity at Work policy through staff induction pack and internal staff meetings.	EDS2 Staff Workshop	Dignity at Work Policy to be included in staff induction pack and promoted through internal staff meetings	Sarah Patmore	Scheduled
3.5	Flexible working arrangements needs to be available for new starters to negotiate/discuss before joining (current policy stipulates that flexible working arrangements can only be requested after a prescribed period of work – 6 months).	EDS2 Staff Workshop	To be feedback to board to review/reconsider policy.	Jonathan Bates	Under discussion
3.6	Can occasionally get disorganised and chaotic due to small resource base, last- minute demands and occasional lack of clarity of roles and responsibilities. Few changes can improve environment.	EDS2 Staff Workshop	Investments made to increase resources available to CCG teams. Staff Away Day – now an annual event – demonstrates recognition from senior management . Help staff to communicate strengths and areas for improvement within CCG (and related work).	Management Team	7 <sup>th</sup> October- Completed

EDS Goal	Description of issue / area of improvement highlighted	Source	Recommended mitigation plan	Responsible Lead /s & Timeline	Status
			A review to be undertaken of other processes required to ensure smooth operations.		
3.6	Need for SMART-er approach to workplans and objective setting.	EDS2 Staff Workshop	To be taken up through the appraisals process – need to communicate at staff meetings and guidance on appraisals	All Line Managers/SP	Scheduled
3.6	Need to sort accommodation/workstations before taking on new staff.	EDS2 Staff Workshop	Facilities upgraded and number of workstations increased. Review to take place on hot-desking.	Board/Jane Walker	Scheduled
4.3	General awareness levels of cultural competency needs to be improved across the organisation.	EDS2 Staff Workshop	To consider cultural competency training	YM/SP	Under discussion
4.3	Greater awareness needed to organisational policies.	EDS2 Staff workshop	CCG Policies to be made readily available for staff (on the internal shared drive).	JW/SP	Scheduled

#### **4.4 Draft Improvement Plan for EDS2 Goal 4 (Inclusive leadership)**

EDS Goal	Description of issue / area of improvement highlighted	Source	Mitigation / Reasonable Adjustment to make	Responsible Lead /s & Timeline	Status (Complete Scheduled, Under discussion)
4.1	GB members need to give more and clearer examples of work they have done to support equality and diversity, including questions they may ask related to equality and diversity when key papers are presented to them.	EDS2 peer review assessment	Guidance for GB members on possible examples to cite and questions they could ask around equality and diversity at meetings (for key papers).	MH/YM	Ongoing
4.2	Strengthen assurance papers around governance of equality and diversity in papers being submitted to GB and sub-	EDS2 peer review assessment	Identify which papers need to include an Equality analysis as a priority.	MH/YM	Scheduled

<b>EDS Goal</b>	<b>Description of issue / area of improvement highlighted</b>	<b>Source</b>	<b>Mitigation / Reasonable Adjustment to make</b>	<b>Responsible Lead /s &amp; Timeline</b>	<b>Status (Complete Scheduled, Under discussion)</b>
	committees		<p>For key papers equality analysis need to be undertaken at the start of strategy development process, rather than later.</p> <p>Guidance provided to managers on what sort of equality-related information to present in papers, such as an equality analysis to be appended in key papers.</p> <p>Cover sheet to include appropriate prompts</p>		