

# **Nordisk tillsynskonferens 2017**

## **Session B:**

### **Who defines risk levels in social care and healthcare?**

**How to increase knowledge based supervision and reduce individually based assessment - Headlines from a working group**

Anne Lund Frydensberg

The National Board of Social Services, Denmark

- Supervision with social facilities in Denmark – context
- How to increase knowledge based supervision and reduce individually based assessment - Headlines from a working group
- Where are we heading?
- Reflections, questions and comments

# Context I: Social supervision organization



The social supervision is handled by 5 selected municipalities - one in each region of Denmark – called **“The Social Supervisory Authorities”**

**The Governmental Audit** is conducted by The National Board of Social Services - are monitoring and providing professional support to the 5 Social Supervisory Authorities

**The appeal system** is handled by The National Board of Social Appeals, which also provide legal guidance to the authorities.

- **Supervision based on risk assessment (differentiated supervision)**
  
- Supervision involves:
  - Minimum one annual inspection in each facility
  - Inspections can be announced & unannounced
  - On-going monitoring and dialogue
  - Approvement of all major changes
  - Intensity of the supervisory process according to the conditions
  
- The facilities must be assessed according to the degree which they are able to achieve results/progression for the citizens



## Context III: Quality standards

1. To be eligible for approval, social facilities shall (based on an overall assessment), meet the required quality standards.
2. The quality of facilities must be assessed on the following themes:



Education and employment



Organization and management



Autonomy and relations



Skills and competencies



Health and well-being



Physical framework



Target groups, methods and results

# Working group about "how to do" risk based supervision (background)

- First step in developing a Danish model
- The task is - not about who to visit:
  - but how to decide supervision intensity
  - being able to release resources
  - to focus on facilities that deliver low quality
- To support a mutual understanding, similar practice and systematic approach to risk based supervision between the supervisory authorities



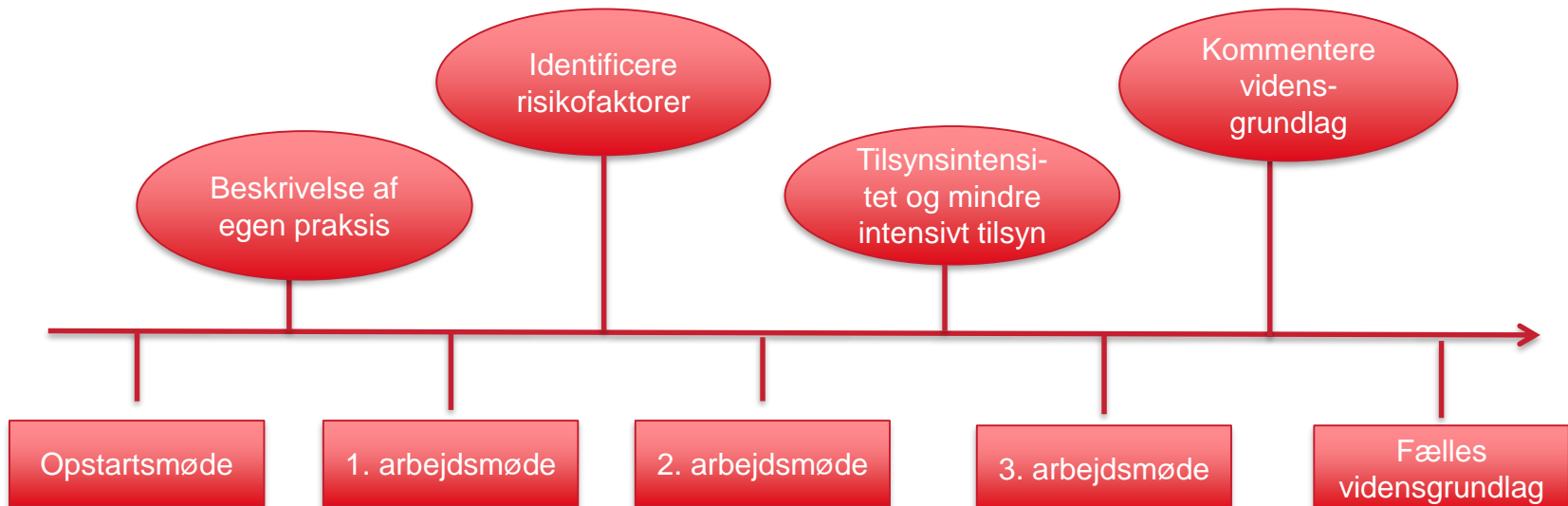
Participants: Repræsenteratives from The Social Supervisory Authorities

We wanted to answer and give examples on the following questions:

- How to understand risk based supervision?
- Ways to identify risk factors?
- How to assess risk?
- How to reduce supervision intensity?
- How to organize reduced supervision?

Proces: Laboratory, home work, mutual presentations and reflections, knowledge sharing

## Lokalt udviklingsarbejde



## Fælles arbejdsmøder



- The use of samples
- Professional reasons and conditions for reducing the intensity of supervision
- Possible ways of organizing reduced supervision
- Creation of organizational learning and knowledge about risk



- There is a mutual understanding of risk based supervision:
  - risk relates to issues that prevent wellbeing/progression for the citizens
  - the approach concerns all decisions regarding supervision
  - it is about targeting resources
  - it is about differentiated attention - some facilities must have less attention in order for some to get more
- The challenge about quantitative data
- Samples are suitable to weaken or confirm hunches and observations
- Systematic professional reflections is a way to guide sample topics

- Systematic professional reflections combined with guidelines supports organizational learning and knowledge
- Reducing the supervision intensity requires management support, high employee qualifications and mutual understanding in order to:
  - To decide "when to trust"
  - To make the right assessments
  - "To do less" professionally
- How to overcome the employers dilemma:
  - saving exercise
  - firm views about minimum content in supervision

# Where are we heading?

- Risk based supervision requires knowledge to target resources
- Systematic use of meeting forums (staff meetings, video meetings etc.). Guidelines are supportive but not enough.
- Developing methods and technology to provide transvers knowledge about risk



- How do you provide transverse knowledge about risk in (social) facilities?
- What are your considerations about working with organizational learning and knowledge?

