

QQ13 - Quality and Quality Assurance Policy and Procedure

Category: Quality Assurance Sub-category: Management of Quality Assurance



Policy Review Sheet

Last Reviewed: 15/06/19

Next planned review in 12 months, or sooner as required.

Note: The full policy change history is available in your online management system.

Business Impact:	Low	Medium	High	Critical
		X		
Changes are important, but urgent implementation is not required, incorporate into your existing workflow.				

Reason for this review:	Scheduled review
Were changes made?	Yes
Summary:	Policy reviewed and converted to new QCS format. Significant changes made to ensure policy and procedure is appropriate for domiciliary care setting.
Relevant Legislation:	<ul style="list-style-type: none"> • The Care Act 2014 • Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015 • Health and Safety at Work etc. Act 1974 • Human Rights Act 1998 • Mental Capacity Act 2005 • Data Protection Act 2018
Underpinning Knowledge - What have we used to ensure that the policy is current:	<ul style="list-style-type: none"> • NICE, (2016), <i>Home Care for Older People - Quality Standard [QS123]</i> [Online] Available from: https://www.nice.org.uk/guidance/qs123 [Accessed: 15/06/2018] • The Kings Fund, (2016), <i>Managing Quality in Community Health Care Services</i>. [Online] Available from: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/managing-quality-in-community-health-care-services.pdf [Accessed: 15/06/2018] • Skills for Care, (2015), <i>Effective Supervision in Adult Social Care Summary</i>. [Online] Available from: http://www.skillsforcare.org.uk/Documents/Learning-and-development/Effective-supervision/Effective-supervision-in-adult-social-care-Summary.pdf [Accessed: 15/06/2018] • Quality Compliance Systems, (2017), <i>Mock Inspection Toolkits</i>. [Online] Available from: http://www.ukqcs.com [Accessed: 02/03/2018] • NICE, (2018), <i>Decision-making and mental capacity - Guidelines NG108</i>. [Online] Available from: https://www.nice.org.uk/guidance/ng108 [Accessed: 18/10/2018]
Suggested action:	<ul style="list-style-type: none"> • Encourage sharing the policy through the use of the QCS App • Ensure relevant staff are aware of the content of the whole policy

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1. Purpose

1.1 To set out how Smart Arrow Agency intends to achieve continuous improvement in all services, reflecting national, local and Smart Arrow Agency priorities.

1.2 To ensure the consistent delivery of safe, effective care that results in a positive Service User experience.

1.3 To support Smart Arrow Agency in meeting the following Key Lines of Enquiry:

Key Question	Key Line of Enquiry (KLOE)
SAFE	S3: How does the service make sure that there are sufficient numbers of suitable staff to support people to stay safe and meet their needs?
CARING	C2: How does the service support people to express their views and be actively involved in making decisions about their care, support and treatment as far as possible?
RESPONSIVE	R2: How are people's concerns and complaints listened and responded to and used to improve the quality of care?
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?

1.4 To meet the legal requirements of the regulated activities that Smart Arrow Agency is registered to provide:

- The Care Act 2014
- Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015
- Health and Safety at Work etc. Act 1974
- Human Rights Act 1998
- Mental Capacity Act 2005
- Data Protection Act 2018

2. Scope

2.1 The following roles may be affected by this policy:

- All staff

2.2 The following people may be affected by this policy:

- Service Users

2.3 The following stakeholders may be affected by this policy:

- Commissioners
- Local Authority
- NHS
- Family
- Advocates
- External health professionals

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3. Objectives

- 3.1** To describe the mechanisms Smart Arrow Agency has in place to confirm that their quality processes meet Care Quality Commission requirements as well as the needs of The Agency, our employees, our Service Users and others key stakeholders.
- 3.2** To highlight that Smart Arrow Agency promotes a culture where quality Care as well as Service User and staff safety remain high priority.
- 3.3** To emphasise that the provision of evidence-based best practice underpins all activity within Smart Arrow Agency and our processes are benchmarked against NICE guidelines and other best practice guidance.
- 3.4** To confirm the commitment of Love All Health Care Limited to quality and ensuring that robust governance processes exist within Smart Arrow Agency.



4. Policy

4.1 Smart Arrow Agency will ensure that there is effective governance, including assurance and auditing systems and processes. These will assess, monitor and drive improvement in the quality and safety of the services provided, including the quality of the experience for Service Users. The systems and processes will also assess, monitor and mitigate any risks relating the health, safety and welfare of Service Users and others.

Smart Arrow Agency is committed to ensuring that we continually evaluate and seek to improve our governance and auditing practice.

4.2 The organisation's aim is to delivering safe, caring, efficient, high-quality Care services which fully integrates quality, performance and governance as detailed in our vision and values. Smart Arrow Agency recognises that a quality service is one that understands the needs and circumstances of each Service User the local community and staff members. We fully appreciate that a quality service ensures that Care services are accessible, appropriate, safe and effective for all and that this includes protected characteristic groups. We also believe that workplaces should be free from discrimination so that staff can thrive and deliver excellence.

4.3 Smart Arrow Agency will anticipate and be responsive to the changing needs of our diverse Service Users and the changing needs within our local community. We are committed to providing the best possible Service User Care and valuing the professionalism of our staff.

4.4 Smart Arrow Agency will ensure necessary resources are available to effectively monitor key performance indicators. This data will be used to inform management decisions which support delivery of quality services, ongoing quality improvement and business planning decisions.

4.5 Within Smart Arrow Agency, key individuals with the appropriate skills, experience, and knowledge will be identified to have responsibility for the following:

- Implementation of quality procedures and systems
- Meeting legal, regulatory and contractual compliance
- Auditing of the service
- Collation of data and information to monitor performance against agreed quality standards
- Listening and responding to Service Users concerns, feedback and views
- Listening and responding to concerns raised by Smart Arrow Agency staff and other key stakeholders

4.6 The Registered Manager has overall responsibility for:

- Ensuring there is ongoing compliance with regulatory and contractual requirements
- Ensuring compliance with policies and procedures
- Ensuring there are sufficient numbers of staff with suitable skills, experience and knowledge to deliver safe Care and maintain a high-quality service
- Reviewing and learning from accidents. incidents (including safeguarding), complaints and sharing this

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learning with staff

- Seeking feedback from stakeholders

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- Acting on results of audits and reviews of the service
- Developing systems of achieving continuous improvement
- Collation, reporting and using data to inform stakeholders of the quality of the service
- Promoting a supportive, transparent culture where Smart Arrow Agency can learn from any mistakes
- Collaborative working with commissioners, Luton Borough Council and CCGs to identify opportunities to meet the needs of the local community

●→ 5. Procedure

5.1 Smart Arrow Agency Quality Framework

Smart Arrow Agency will embed a quality framework that includes:

- Clearly defined quality objectives that are specific, measurable, achievable and time sensitive
- Ensuring a person-centred approach to the Care for each Service User
- Enabling the Service Users we Care for to set their personal objectives and involving them in the review process
- Setting targets that are focused on meeting the needs of our Service Users, our business and other stakeholders
- An organisational structure that identifies who provides vision and direction within Smart Arrow Agency
- An implemented, up to date suite of policies and procedures that are evidence-based, reflect best practice, the needs of Smart Arrow Agency and dovetail with any contractual requirements with regular audit cycles to ensure compliance
- A robust Business Plan that details the strategic priorities for the next five years
- Personal development plans, supervision, and appraisal systems for staff to ensure that they have the relevant skills knowledge and expertise
- The use of effective communication tools to minimise any internal or external communication barriers
- An active internal and external audit process with outcomes feeding back into the quality cycle
- An infrastructure and resources that can support delivery of aims and strategic priorities
- The building of positive relationships with partners and others working in the sector to enable sharing of experiences and resources, to pool expertise and work in partnership for the best interest of Service Users
- A means of evaluating all activity on a continuous basis and using feedback gained to inform the development of services

5.2 Service Users

- Smart Arrow Agency should ensure that all Service Users have a person-centred Care Plan that meets their needs, expectations and wishes, created where possible, before their Care starts
- Care Plans should be reviewed within 6 weeks of Care starting and at least once a year
- Smart Arrow Agency must ensure that risk assessments and Care Plans are reviewed when needs change, when there is an incident, concern or near miss and within 6 weeks of Care commencing and at least annually
- Service Users must be at the heart of any Care Planning and with their consent, family or someone who can advocate on their behalf will be involved
- Smart Arrow Agency must ensure that Service Users know how to raise concerns, share their views and how to get involved with shaping service delivery. Smart Arrow Agency will listen and respond, documenting any action taken
- Smart Arrow Agency must audit consistency and reliability of Care and take remedial action where required
- Smart Arrow Agency must ensure that principles of privacy, dignity and respect underpin all Care delivery and this will be audited

5.3 Staff

- Recruitment should be values based and robust to ensure the right people are recruited for the right job. There is a formal induction process for all staff to ensure they are provided with the skills and knowledge to gain competence to fulfil their roles. Recruitment should ensure that all pre-employment checks are undertaken and documents are held in line with the Data Protection requirements
- Smart Arrow Agency should undertake spot checks on every Care Worker at the Service User's home to witness Care delivery at a frequency agreed by Smart Arrow Agency

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- Smart Arrow Agency must contact the Service User in advance to arrange a spot check to ensure the Service User knows who will be visiting their home
- Smart Arrow Agency must ensure all staff have regular supervisions which will include a mix of 1:1 and group supervision at a frequency agreed by Smart Arrow Agency
- New staff should undergo supervision more frequently and where concerns arise about any member of staff, supervision frequency will increase
- Priority should be given to training and personal and professional development with the need to attend mandatory training emphasised

5.4 Culture

The Registered Manager should promote a culture that is open, honest, transparent, safe and caring. The Registered Manager will ensure that:

- Staff are given the opportunity to take part in surveys that are anonymised, collated and used to determine trends
- Processes support a person-centred, 'fair blame' culture that actively encourages Service Users and/or their family or carers and Care Workers to report their concerns
- Whistleblowing and Safeguarding Policies and Procedures are widely publicised and linked to Luton Borough Council procedures
- A learning culture is promoted, with audit and investigation outcomes being disseminated to staff so that lessons can be learnt and measures put in place to ensure incidents don't arise again
- Any audits that result in actions identified, will be implemented in a timely, supportive manner, using the change management approach

5.5 Policies and Procedures

- Mr Hosea Bungwe has responsibility for ensuring that staff can access policies and procedures via the QCS online Management System or the QCS Mobile App
- These should be made available to ensure a consistently high standard of quality care is delivered
- Mr Hosea Bungwe must review the policies and procedures and ensure they meet the needs of Smart Arrow Agency and make amendments where required to meet local policy requirements
- Mr Hosea Bungwe must ensure the policies and procedures are implemented and embedded within Smart Arrow Agency and will undertake regular compliance audits
- Mr Hosea Bungwe must keep up to date with any local policy or best practice changes and ensure these changes are cascaded to staff
- Mr Hosea Bungwe should utilise the QCS Mock Inspection Toolkit to support any audits

5.6 Training

- A training matrix is developed and all staff undergo training needs analysis
- Training and Development is given high priority and Care Workers have a requirement to attend
- Training and Development is also given high priority for other staff within Smart Arrow Agency to ensure a knowledgeable and competent workforce
- An environment is created where staff are committed to develop and change practice and systems in the light of research, good practice and evidence-based care
- Smart Arrow Agency will review training materials alongside any published policies and procedures to ensure consistency and ensure that they dovetail
- Training is reviewed as part of root cause analysis and lessons learned when things go wrong. Mr Hosea Bungwe will ensure mechanisms are put in place to ensure any gaps in training are closed

5.7 Audit

The Nominated Person or delegated other will undertake monthly quality control audits and reviews of their service as dictated by the quality framework. These service reviews should include the following umbrella terms:

- Financial transactions
- Health and safety
- Accidents and incidents
- Safeguarding
- Compliments, concerns, and complaints
- Service User and staff feedback
- Infection control
- Care and safety performance, e.g. Care documentation, medicine management, nutrition, tissue viability

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- Home visit spot checks
- Thematic audits and national audits will also be used to provide focused reviews of quality

Results will be analysed and used to:

- Develop action plans to enable achievement of improvement and result
- Steer the direction for quality initiatives and review of Smart Arrow Agency strategy
- Form supervisions, training and performance management where necessary

This does not replace any additional, more frequent quality assurance checks that are completed as locally agreed by Smart Arrow Agency.

5.8 Corporate Social Responsibility

Smart Arrow Agency is a socially responsible business and we recognise the active role we can play in helping to build happier and healthier communities. Love All Health Care Limited will do this by:

- Ensuring ethical purchasing with due diligence carried out on our supply chains
- Adhering to Modern Slavery and Human Trafficking Laws as part of our purchasing strategy
- Complying with local waste reduction and recycling requirements
- Striving to be a responsible neighbour in the community we operate by ensuring the safety and security of The Agency premises
- Finding and investing in technological solutions where possible, such as low energy lighting systems, that can help us use energy resources more efficiently
- Being a 'champion' of change, showing how much we care about the need for a low carbon economy and reducing our carbon footprint by ensuring staff can keep car journeys to a minimum by careful rostering
- Motivating staff to actively care about the environment, giving them guidance and information to help them make a real difference



6. Definitions

6.1 Quality Assurance

- Quality assurance is the process of verifying or determining whether products or services meet or exceed user expectations
- Quality assurance is a process-driven approach with specific steps to help define and attain goals
- This process considers design, development, implementation, and evaluation
- It is essentially about learning what works well and striving to do it even better
- It also means establishing what may need to change to meet a need

6.2 Quality Framework

- A quality framework is a structure which defines Quality in practical terms for an organisation
- It sets out expectations in domains for quality and represents a single framework through which can be the evaluation, management, and improvement of the quality of the service

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Key Facts - Professionals

Professionals providing this service should be aware of the following:

- The culture at Smart Arrow Agency is one of continued review to ensure quality Care and service is delivered
- Smart Arrow Agency will work to a quality framework to ensure all areas of practice comply with regulation, legislation and national evidence-based best practice
- As part of this framework, staff will be expected to participate in contributing their views and feedback that will influence the quality framework and therefore the quality Care that Service Users receive
- Smart Arrow Agency will benchmark current performance against agreed performance standards and make sure we make changes to improve performance and seek new ways of working to continuously improve



Key Facts - People Affected by The Service

People affected by this service should be aware of the following:

- Smart Arrow Agency continually monitors the quality of its service and the Care provided to ensure it meets Service Users needs
- Smart Arrow Agency may seek feedback and views in order to steer and guide improvement of the service. Service Users are able to feedback anytime to a member of staff
- The safety and well-being of Service Users is a priority for Smart Arrow Agency and we will make sure you know how to tell us if you are worried about being harmed or you have been harmed
- Smart Arrow Agency will make sure all our staff are trained on how to keep you safe and well in your own home



Further Reading

As well as the information in the 'Underpinning Knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

- Care Quality Commission provide guidance and support for meet the Health and Social Care Act Regulations and can be accessed via: <http://www.cqc.org.uk/>
- National Institute for Health and Care Excellence (NICE) provide a centre of evidence-based practice to guide frameworks and can be accessed via: <https://www.nice.org.uk/>
- Social Care in Excellence (SCIE) provide a centre of evidence-based practice to guide frameworks and can be accessed via: <http://www.scie.org.uk/>



Outstanding Practice

To be 'Outstanding' in this policy area you could provide evidence that:

- Systems are in place to measure quality assurance and actions completed in a timely manner which demonstrates embedment and sustainability
- Smart Arrow Agency subscribes to quality marks and initiatives to raise quality standards
- Staff have access to best practice documents and can demonstrate working to recommended standards
- Smart Arrow Agency utilise mock inspection toolkits to identify where Quality and Compliance can be improved. Corrective action is taken as necessary and documented
- The wide understanding of the policy is enabled by proactive use of the QCS App