



**An introduction to
Quality management
systems and the process
of ensuring highly
compliant Children's
homes**

About me

I have over 20 years of management experience within the residential childcare sector. I have a keen interest in delivering excellent outcomes for young people through providing quality services.

As a Registered manager, I was highly invested in providing excellent therapeutic care and outcomes for female residents who displayed high levels of risk-taking behaviour, being passionate about safeguarding I worked with my team to develop the organisational strategy for supporting CSE, exploitation and high-risk behaviours.

Achieved Outstanding Ofsted grading's from 2010 -2012, during this time I was also the organisations safeguarding advisor and trained the teams in Child protection and managing CSE.

Being promoted from Registered Manager to the Head of care, I was responsible for the day-to-day Leadership and management of 15 Residential Therapeutic Children's homes and the supporting services including Therapeutic provision, Virtual College, Human resources and Learning and development teams.

As a Head of Quality, it was my role to Champion, support and lead continuous quality improvement initiatives, ensuring that 30 + Children's homes and schools maintain their part of the quality management system exceeding the requirements for Good and Outstanding Therapeutic residential care.

I was also the Group Designated Safeguarding Lead. Over seeing policy development, implementation, training, investigations, high-level child protection cases and governance for the organisations.

I have comprehensive knowledge of safeguarding legislation, policies, procedures, and best practice and utilise these skills to keep the young people, staff, and organisations safe from a variety of risks.

Introduction to quality management

Quality Management helps you continually monitor and manage your performance across all areas of the business

Ensuring that services meet and exceed regulatory, statutory, customer and organisational standards, through robust quality assurance systems.

The adoption of a quality management system is a strategic decision for an organisation, that can help to improve its overall performance and provide a sound basis ensuring compliance and continual improvement.

Introduction to quality management



Keeps the legal and ethical integrity of a company intact



Makes sure all departments are complying with the rules and regulations the company upholds.



Ensures that homes are exceeding the requirements for Good and Outstanding Residential Care for Children and Young People



Supports and leads continuous development to ensure that every Home achieves positive outcomes

How does this relate to Residential care and Ofsted inspections?

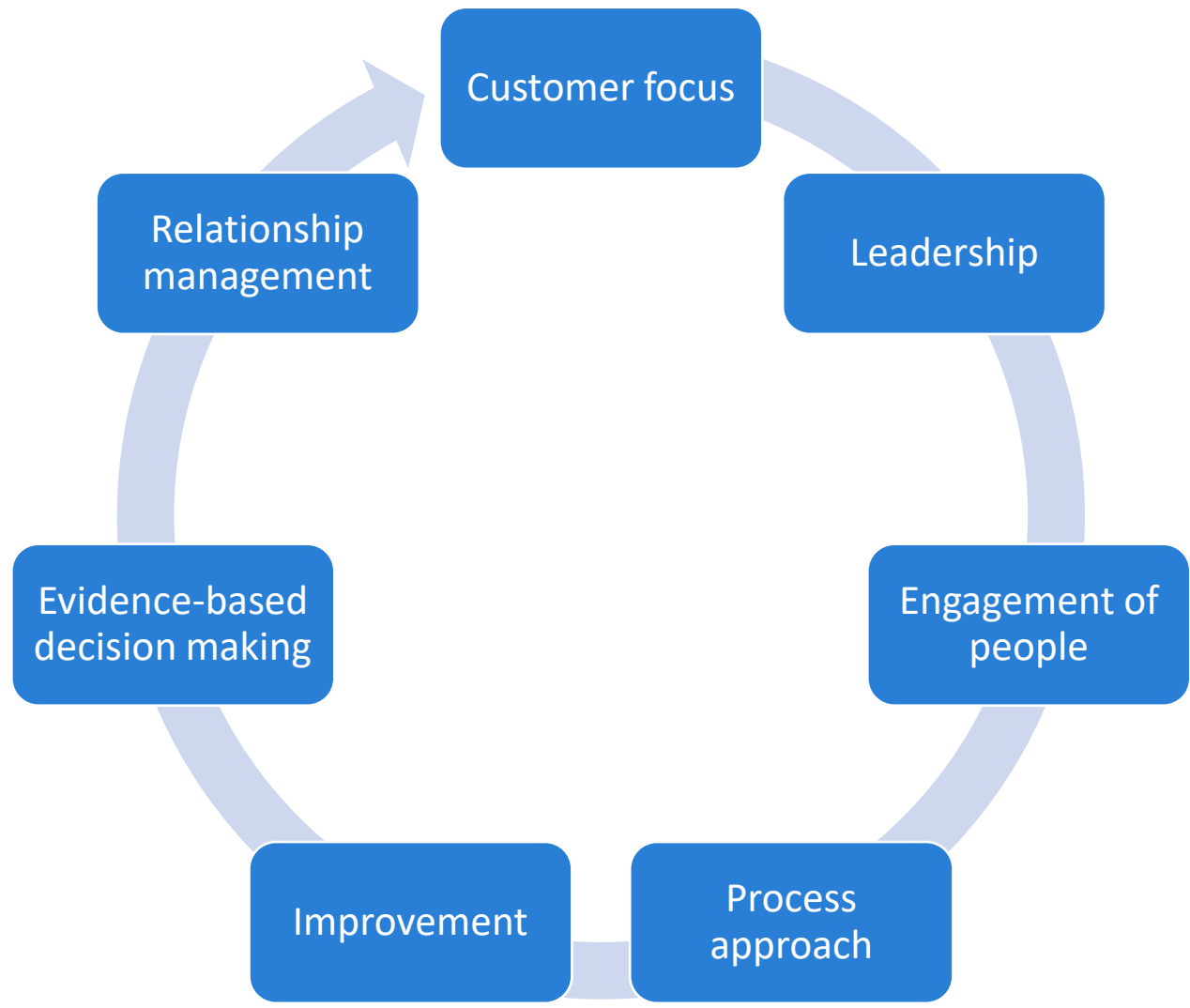
The purpose of Ofsted's inspection of children's homes is to assess the **quality of care** being provided for children.

Inspection focuses on the outcomes that children are being supported to achieve and tests **compliance** with the relevant regulations.

The leadership and management standard (see regulation 13)

Monitoring and review 10.23 The registered person should oversee the welfare of the children in their care through observation and engagement with: each child; the home's staff; each child's family/carers where appropriate; and professionals involved in the care or protection of each child including their social worker, Independent Reviewing Officer (IRO), teachers, clinicians and other health professionals etc. 10.24 The registered person should actively seek independent scrutiny of the home and make best use of information from independent and internal monitoring (including under regulations 44 and 45) to ensure continuous improvement. They should be skilled in anticipating difficulties and reviewing incidents, such as learning from disruptions and placement breakdowns. They are responsible for proactively implementing lessons learned and sustaining good practice.

Principles of Quality management



Customer focus

Statement:

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.

Considerations :

How do you evidence the Homes take account of the views, wishes and feelings of all children and young people?

How do you ensure that the service continues to meet Children and young people's assessed needs and expectations?

Do you have a robust system of Participation and Consultation for Children and Young People?

Does the organisation have a lead for investigating children's complaints?

The children's views, wishes and feelings standard states that children should receive care from staff who take their views, wishes and feelings into account in relation to matters affecting the their care, welfare and their lives.

Quality processes:

Ensuring Children and young people feel heard and have a voice in the running of the organisation and the care they receive

Linking the organisation's objectives to Children and young peoples needs and expectations

Supporting the development and delivery of a service that meets the individual needs of Children and young people

Monitoring progress for Children and young people and taking appropriate actions where the service falls short

Investigating complaints and ensuring that lessons are learnt

Ensuring care planning is effective, in line with the statement of purpose and delivered in a safe and ethical manner

To use monitoring and review systems to make continuous improvements in the quality of care provided in the home.

Leadership

Statement:

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organisation's quality objectives.

Considerations:

How do you promote a culture of continuous improvement?

How to do you communicate the homes ethos, outcomes and approach set out in the home's Statement of Purpose.

How is your SOP understood in practice?

Core practice.

The registered person is responsible for leading a team which provides high quality care for all children living in the home.

They must lead and manage the home in a way that delivers the ethos, outcomes and approach set out in the home's Statement of Purpose.

They should also play a key role in shaping the ethos of the home through developing a culture of high aspiration.

Quality processes:

Communicating the organisation's mission, vision, strategy, policies and processes, ensuring they are understood and applied appropriately.

Encouraging an organisation-wide commitment to quality and delivering outstanding services

Ensuring that leaders at all levels are positive examples to people in the organisation.

Providing people with the required resources, training and authority to act with accountability.

Inspiring, encouraging and recognising people's contributions.

Creating a shared vision and commitment to continuous development

Engagement of people

Statement:

Competent, empowered and engaged people at all levels throughout the organisation are essential to enhance its capability to create and deliver value.

Considerations:

How do you support your teams to feel empowered and engaged?

How do you evidence this engagement?

How does this actively support each child to achieve their potential.

The registered person should support staff to be ambitious for every child in the home and to gain skills and experience that enable them to actively support each child to achieve their potential.

The registered person should ensure that staff can access appropriate facilities and resources to support their training needs, and should understand the key role they play in the training and development of staff in the home

By applying quality management principles we will be able to ensure that our work force feel heard and valued resulting in:

A well trained work force who understand their role and are able to deliver the organisations statement of purpose.

A shared vision where all members of the team understand what is expected of them and how to deliver it

An environment where clear guidance and expectations are set, staff feel safe and supported and are able to support young people to achieve positive outcomes

Through listening to staff, acting on their concerns, ensuring they understand the requirements of their job and are skilled to carry out their duties, we enable them to feel valued in the work place, achieving continuity of staffing, positive relationships for young people and a commitment to continuous development.

Process approach

Statement:

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

Considerations:

How do you Develop, maintain and review management information systems and recording processes to ensure compliance with regulations, best practice and the organisations policies and procedures

How do you use data and information gathered to clearly identify the needs of the service, areas for development and translate this into action?

How does this feed into the wider organisations action plan?

What is the company process for organisational learning?

Regulations 35-39 detail the records that must be kept in children's homes. All children's case records must be kept up to date and stored securely whilst they remain in the home.

Staff should be familiar with the home's policies and understand the importance of clear recording,

Quality processes:

Establishing authority, responsibility and accountability for managing recording processes to ensure clear and effective data is produced

Reviewing policy, procedure and systems to ensure they are effective, meaningful and appropriately implemented.

Supporting teams to understand the different regulatory requirements and how these fit together to deliver outstanding care.

Using data and information gathered to clearly identify the needs of the service, areas for development and translating this in to actions plans.

Understanding the organisation's capabilities and determine resource constraints prior to action planning.

Ensuring the necessary information is available to operate and improve the processes and to monitor, analyse and evaluate the performance of the overall system.

Improvement

Statement:

Successful organisations have an ongoing focus on improvement.

Considerations:

How do you utilise information from Reg 44, Reg 45, Ofsted inspection and stakeholder feedback? How do you evidence this?

What internal monitoring processes do you have in place?

How do you evidence the progress and experiences of each child?

How does this feed into the homes developments plans?

How does this fit in to the organisations governance and monitoring process?

The registered manager is required to Understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and to use this understanding to inform the development of the quality of care provided in the home.

Quality processes:

Promoting improvement objectives at all levels of the organisation.

Educating and training people at all levels on how to apply basic tools and methodologies to achieve improvement objectives.

Recognising and acknowledging improvement.

Identifying gaps and areas for development

Supporting teams to implement action plans for development

Ensuring a continuous cycle of development, inline with current regulatory guidance.

Drawing together all elements of regulatory inspection to support the development of the quality of care provided in the home.

Evidence based decision making

Statement:

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

Considerations:

How do you analyse and evaluate data and use this to inform practice?

How do you evidence you make decisions and take actions based on evidence, balanced with experience and intuition?

What structures to you have in place for escalating risks within your Organisation?(Risk register)

How do you determine, measure and monitor key indicators to demonstrate outcomes? (Safeguarding framework)

The protection of children standard is that children are protected from harm and enabled to keep themselves safe.

In particular, the standard requires the registered person to ensure staff Assess whether each child is at risk of harm, make arrangements to reduce the risk of any harm, have the skills to identify and act upon signs that a child is at risk of harm and take effective action whenever there is a serious concern about a child's welfare.

Quality processes:

Ensuring staff are familiar with and act in accordance with, the home's child protection policies.

Ensuring that the effectiveness of the home's child protection policies is monitored regularly.

Analysing information to identify trends and patterns to highlighting concerns

Giving support and guidance to ensure compliance with organisational, national and regulatory policies in order to reduce the risk of harm to young people

Ensuring effective interventions are delivered inline with the homes statement of purpose

Identify areas for development and support teams to achieve positive outcomes using the appropriate research and developments in relation to the ways in which the needs of children are best met.

Relationship management

Statement:

For sustained success, an organisation manages its relationships with interested parties.

Considerations:

How do you create a network around the home?

How do you seek effective stake holder feedback, how does this inform practice?

How do you raise effective challenge?

How do you build this into the development of the home?

The guide to Children's homes regulations, including the quality standards sets out an overarching requirement that runs across all of the Quality Standards

Regulation 5 - engaging with the wider system to ensure children's needs are met

To meet the aspirations embodied in the Quality Standards, children's homes need to connect with and be part of the wider support system for each child in their care.

It is crucial that the home works in close partnership with all those who play a role in protecting and caring for the child

Quality processes:

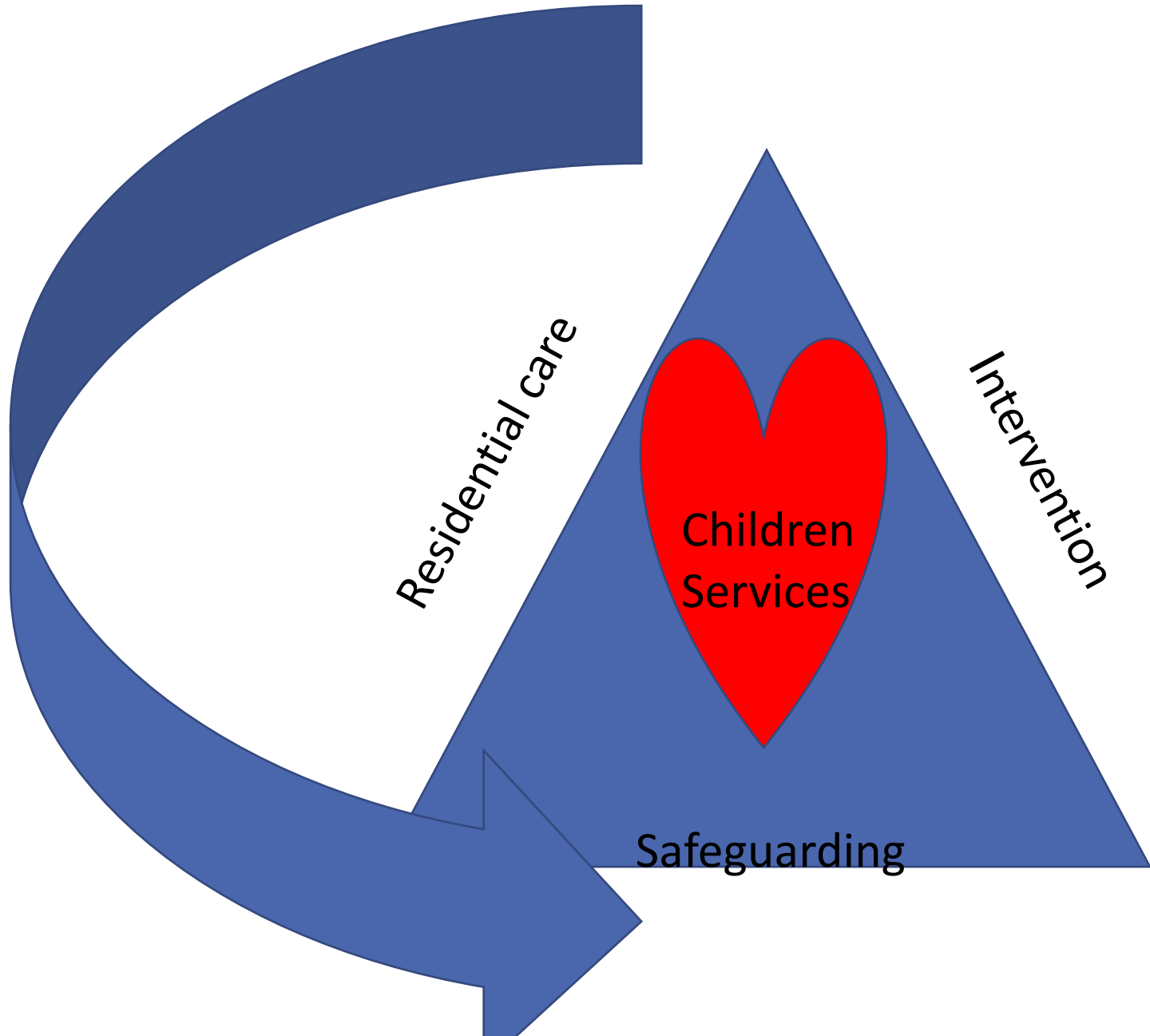
Ensuring we involve each child's placing authority effectively in the child's care planning and challenging their practise when required.

Seeking to identify and secure the input and services required to meet each child's needs and adapt own services as required.

Developing and maintaining effective professional relationships based on positive outcomes and excellent service delivery

Seeking effective and useful feedback to ensure we are delivering services in line with our Statement of purpose and meeting the contractual requirements of the Purchasing Authorities.

As a result we will be able to Plan, design, develop and deliver services to meet young peoples needs and expectations, whilst building the appropriate relationships to ensure we are compliant with the children's homes regulations, our statement of purpose and placing authorities expectations.



Residential care

Intervention

Children
Services

Safeguarding

Clear quality monitoring processes support us to:

- Be Compliant with the required regulatory standards and company policy
- Identify gaps in service, delivery and policy and ensure effective plans are implemented to address them
- Identify and celebrate good practise
- Ensure all team members have the appropriate, training ,knowledge and skill to effectively carry out their role
- Identify, escalate and address risk effectively
- Promote outstanding outcomes for young people
- Ensure positive working relationships with partner agencies
- Give clear direction, guidance and support to achieve continuous development
- Develop organisational safety
- Achieve positive Ofsted reports
- Lead and manage homes in a way that delivers the ethos, outcomes and approach set out in the home's Statement of Purpose.
- Develop a culture of high aspiration.