



# Developing outstanding care

Session 4.

Proving it ! QA and monitoring.

# working together...

confidentiality

respect

diversity of opinion can be enriching

look for the benefits of an alternative opinion.

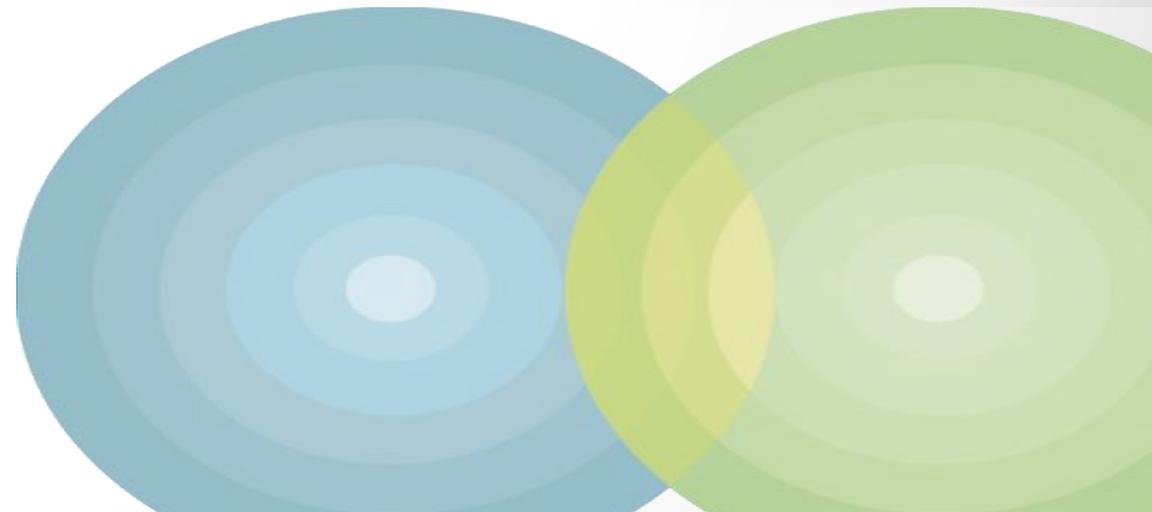
positive challenge

naïve questions are valuable

networking

enjoy ourselves

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## Checking it out:-

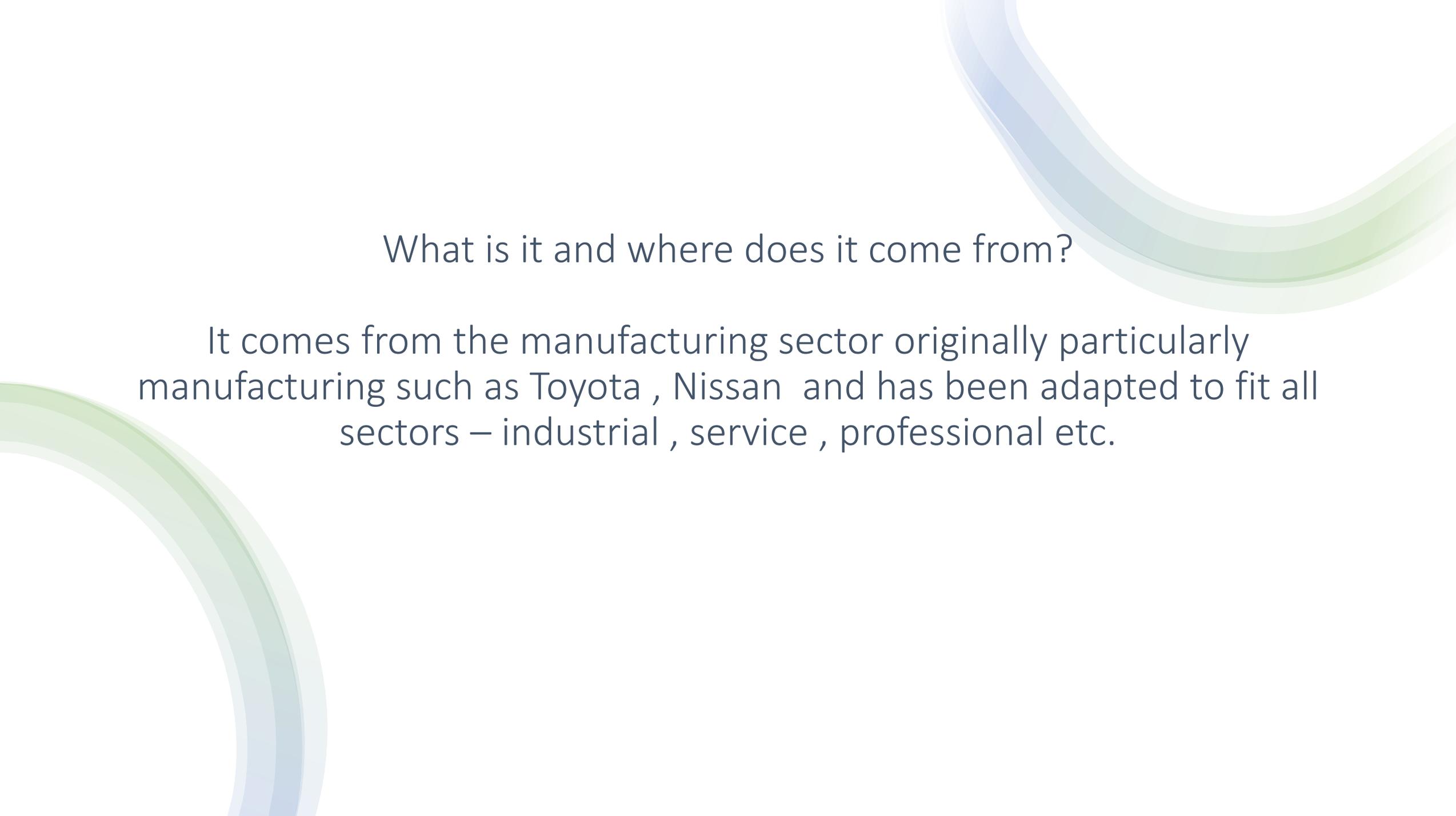
- What are you seeing? Observation is key- homely , relationships , communication , interaction , respect , dignity , value , positive relationships , trust.....
- What are your senses telling you? What are you hearing? Simple things like the smell in the house, warmth , laughter, noise , welcoming.....
- Can you see the links – education , health , other professionals . Can you see their impact in the child's support and progress?
- What do the records tell you?
- What does supervision , appraisal and line management tell you?
- Most importantly – what do children tell you? What do families say?
- What next- have you got the culture right? Check the SCIFF, standards and regulations.
- WHAT ARE YOU DOING WITH YOUR FINDINGS?
- **TIME FOR A PLAN? Time for a QA /monitoring model ? Time to prove it.....**



# Quality assurance models of practice

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An introduction to the theory .....

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What is it and where does it come from?

It comes from the manufacturing sector originally particularly manufacturing such as Toyota , Nissan and has been adapted to fit all sectors – industrial , service , professional etc.



**Kaizen** -is the Japanese word for "efficiency". In business, **kaizen** refers to activities that continuously improve all functions and involve all employees from the CEO to the assembly line workers.

- Kaizen is an approach to **creating continuous improvement based on the idea that small, ongoing positive changes can reap major improvements**. Typically, it is based on **cooperation and commitment** and stands in contrast to approaches that use radical changes or top-down edicts to achieve transformation.
- Total Quality Management ([TQM](#)), a management framework that enlists workers at **all levels to focus on quality improvements**



## Ten principles of Kaizen

- Let go of assumptions.
- Be proactive about solving problems.
- Don't accept the status quo.
- Let go of perfectionism and take an attitude of iterative, adaptive change.
- Look for solutions as you find mistakes.
- Create an environment in which everyone feels empowered to contribute.
- Don't accept the obvious issue; instead, ask "why" five times to get to the root cause.
- Cull information and opinions from multiple people.
- Use creativity to find low-cost, small improvements.
- Never stop improving.



## Kaizen cont'd

- Kaizen is based on the belief that everything can be improved and nothing is status quo. It also rests on a [Respect for People principle](#). Kaizen involves identifying issues and opportunities, creating solutions and rolling them out -- and then cycling through the process again for other issues or problems that were inadequately addressed. These following seven steps create a cycle for continuous improvement and give a systematic method for executing this process.
- **RESPECT:** We respect others, make every effort to understand each other, take responsibility and do our best to build mutual trust.
- **TEAMWORK:** We stimulate personal and professional growth, share the opportunities of development and maximize individual and team performance.”

# Kaizen cycle

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Quality  
management-

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-taking another view.

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Using the ISO9000-9001  
format offers another cyclical  
format for you to consider

# Quality Management principles as based on ISO 9000/9001

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The seven quality management principles are:

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QMP 1 – Customer focus

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QMP 2 – Leadership

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QMP 3 – Engagement of people

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QMP 4 – Process approach

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QMP 5 – Improvement

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QMP 6 – Evidence-based decision making

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QMP 7 – Relationship management

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*n.b. There is no hierarchy. Which would be your starting point ?*

# Quality Management cycle continued

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In each of the principles the four following statements are defined and described:-

- Statement: Description of the principle
- Rationale : Explanation of why the principle is important for the organisation
- Key benefits: Examples of benefits associated with the principle
- Actions you can take: Examples of typical actions to improve the organisation's performance when applying the principle
- **Sounds very formal , but can be easily tailored to health , education and social care. Good for managing change when the starting point is very low.**

# Thinking about an example.....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.
- **Rationale**
- Creation of unity of purpose and direction and engagement of people enable an organisation to align its strategies, policies, processes and resources to achieve its objectives.
- **Key benefits**
- Increased effectiveness and efficiency in meeting the organisation's quality objectives
- Better coordination of the organisation's processes
- Improved communication between levels and functions of the organisation
- Development and improvement of the capability of the organisation and its people to deliver desired results

# Thinking about an example..... leadership cont'd

- **Actions you can take**

- Communicate the services' mission, vision, strategy, policies and processes throughout the organisation.
  - Create and sustain shared values, fairness and ethical models for behaviour at all levels of the organisation.
  - Establish a culture of trust and integrity.
  - Encourage an organisation-wide commitment to quality.
  - Ensure that leaders at all levels are positive examples to people in the service / organisation.
  - Provide people with the required resources, training and authority to act with accountability.
  - Inspire, encourage and recognise people's contribution.
- How would you shape these as actions within the home in terms of shaping your culture ?
  - What would be the specifics you would aim to work on ?
  - What would be your evidence base ?

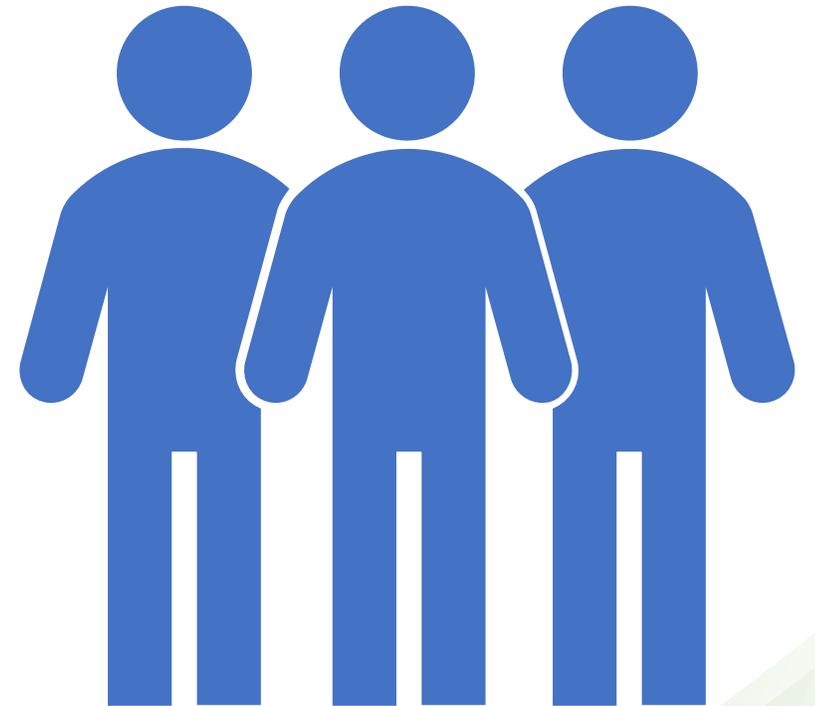
## THE FIVE WHYS:-

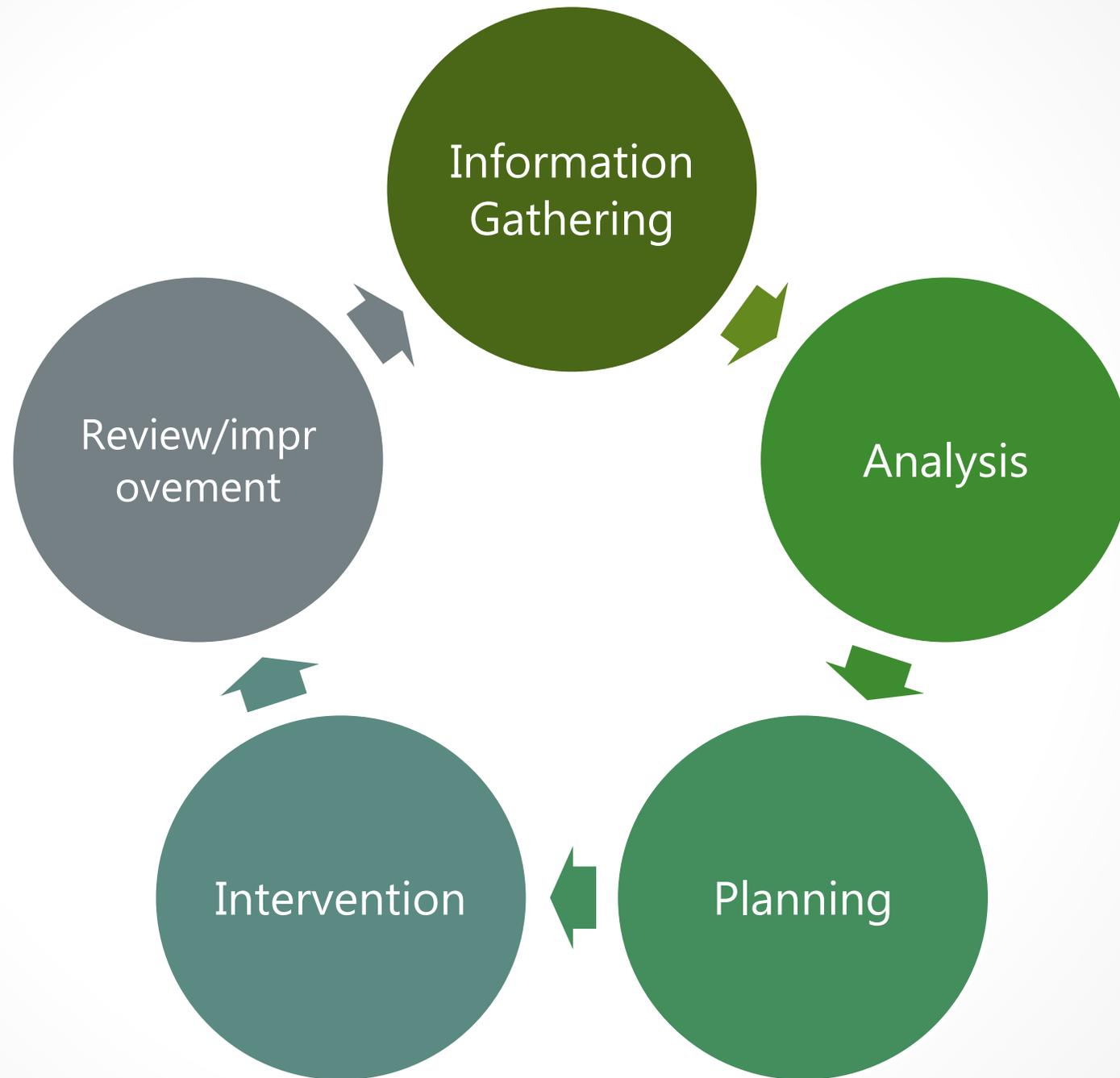
By repeatedly asking the question “Why” (five is a good rule of thumb), you can peel away the layers of symptoms which can lead to the root cause of a problem. Very often the ostensible reason for a problem will lead you to another question. Although this technique is called “5 Whys,” you may find that you will need to ask the question fewer or more times than five before you find the issue related to a problem.

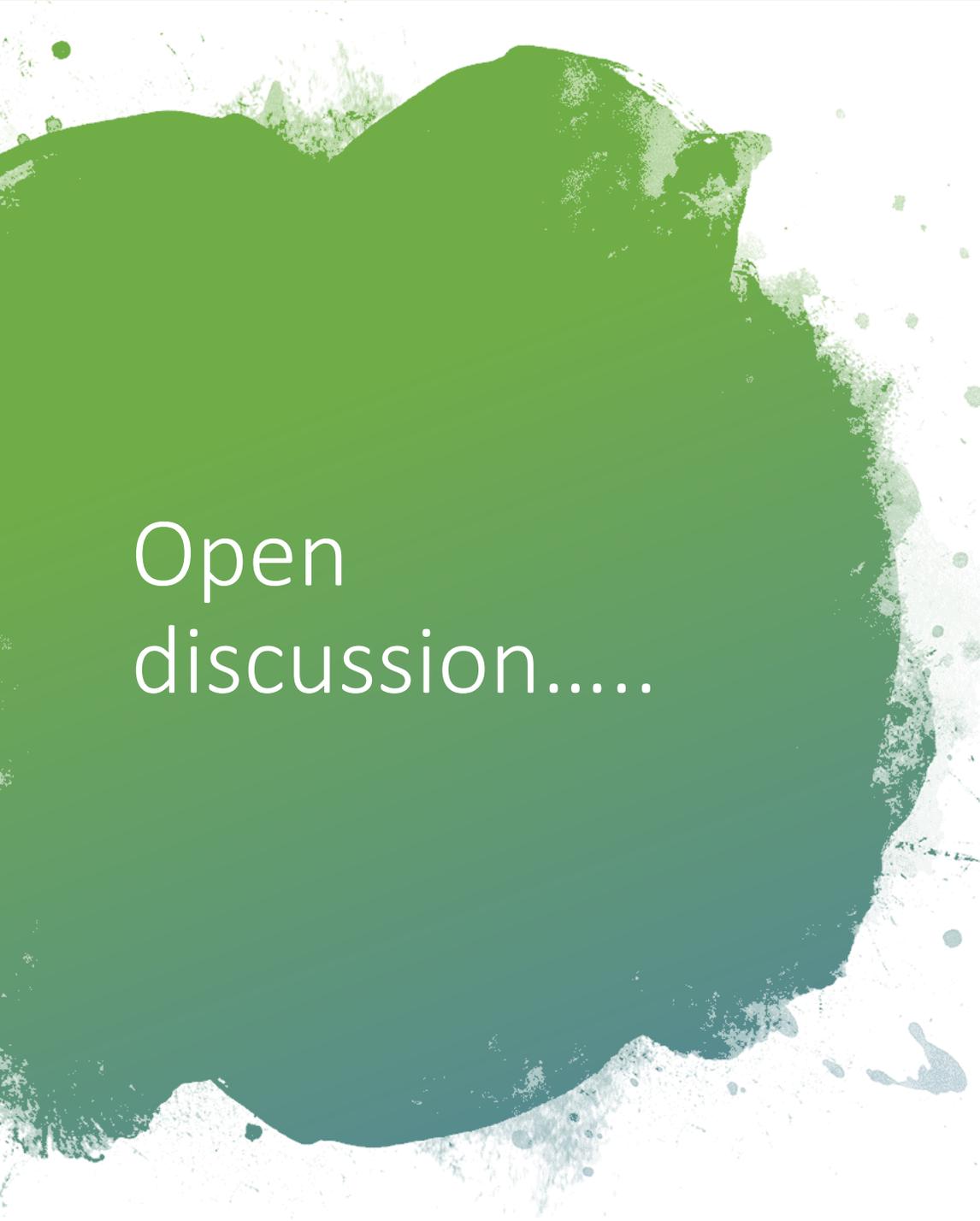
It is easily completed by a team who can often identify the sequence of events or issues and find the root cause themselves. This is always a good outcome if the issue lay within the team.

# How can these principles apply to children's social care ?

- Are they relevant?
- Do we use them?
- Do they fit with your current ethos / philosophy / values?
- Can you apply them to the culture of your home?
- Can you see if they fit with the models of leadership , team and delegated structures we have discussed so far?

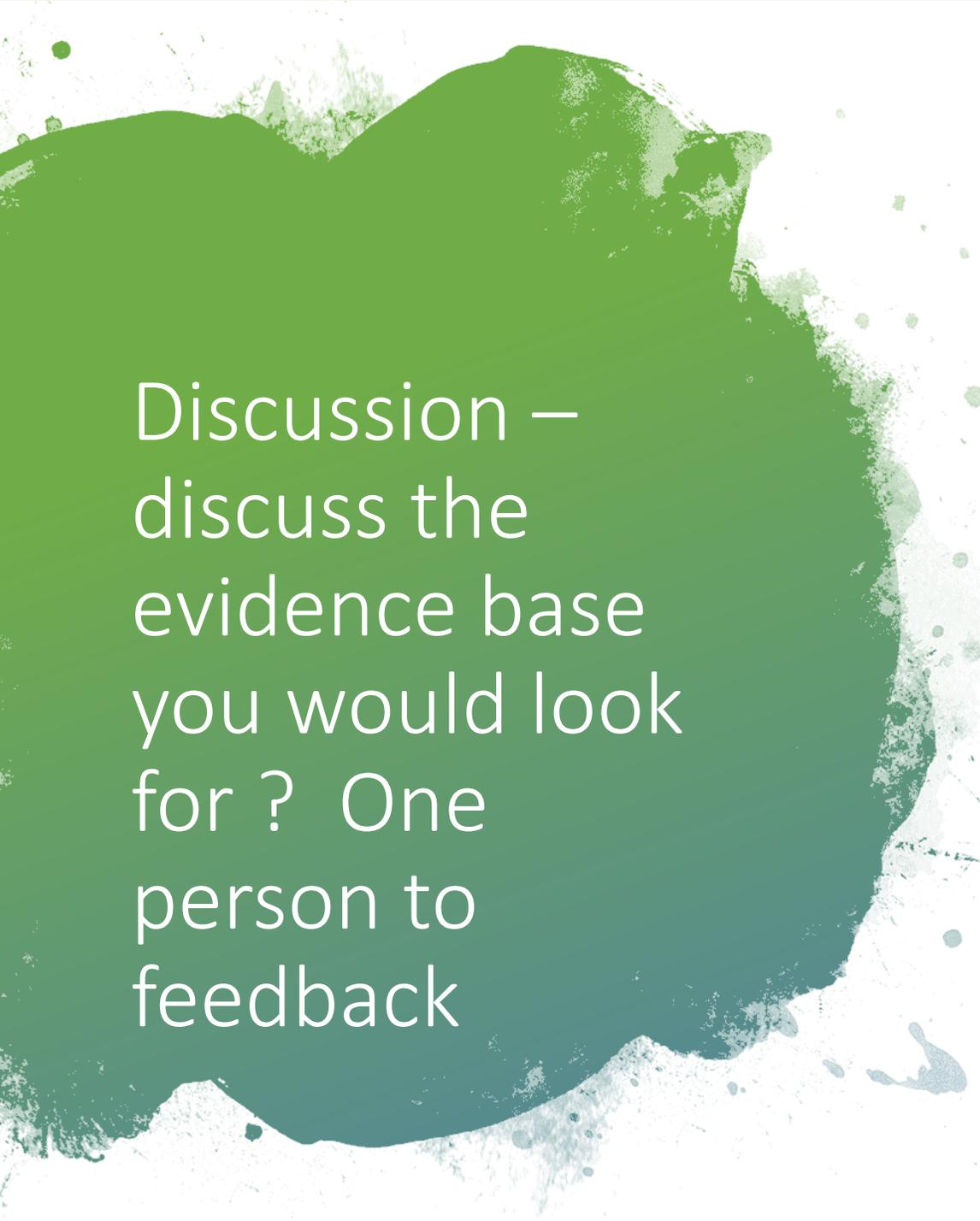






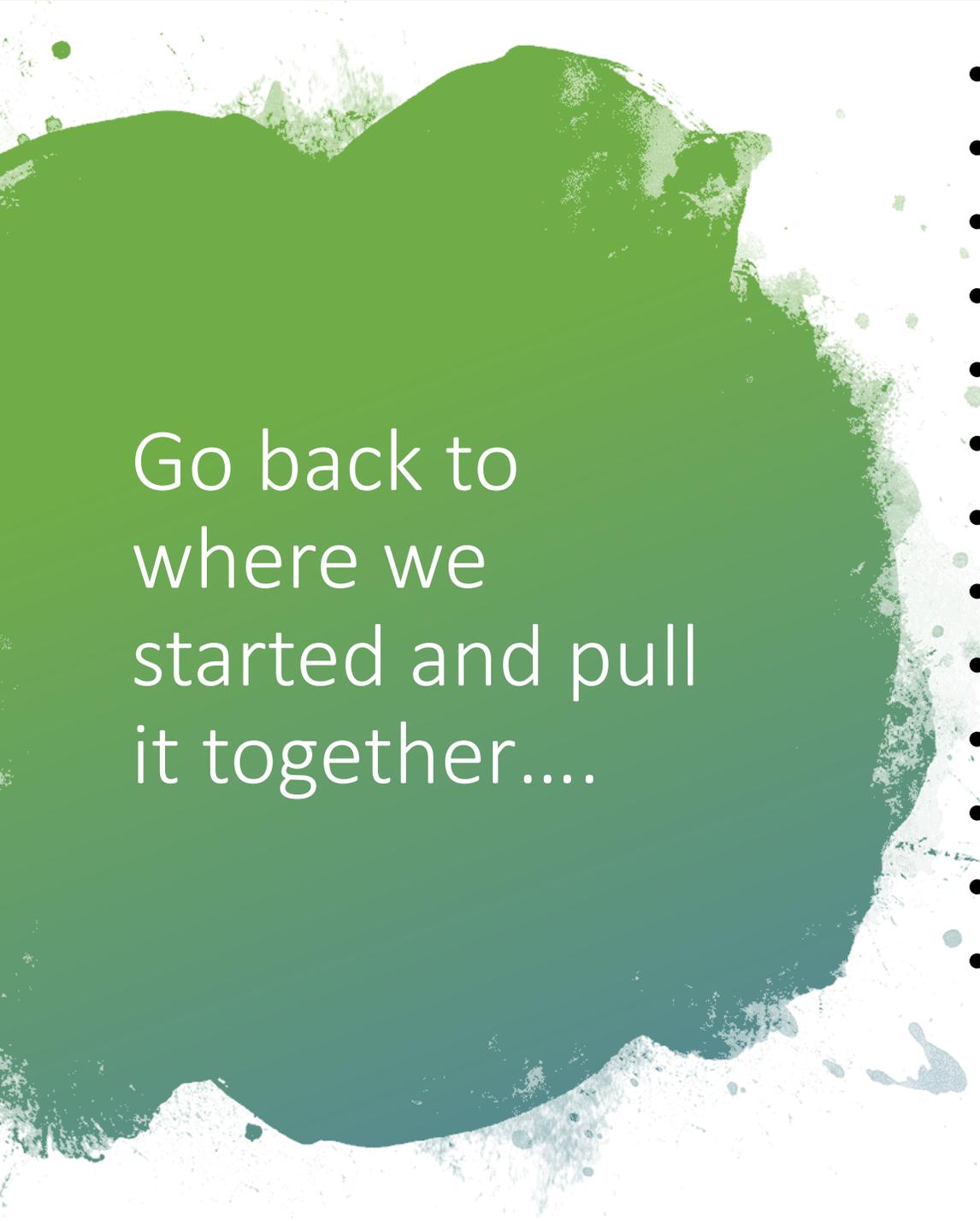
Open  
discussion.....

- What does monitoring look like in your service ?Take a few minutes to reflect.....
- Feedback.....



Discussion –  
discuss the  
evidence base  
you would look  
for? One  
person to  
feedback

- What would be the core elements you would monitor and how, in order to evidence outstanding care ?
- What would assure you that good/outstanding care is in place?
- What would give you concerns? What would you do ?



Go back to  
where we  
started and pull  
it together....

- SCCIF
- Regs and standards
- You!
- Vision , values , ethos.
- Culture
- Child centred – communication++
- Safe
- Environment suitable
- Training
- Supervision
- Appraisal
- Lessons learned environment.....
- What else?

Those key words:

- Inspirational
- Confident
- Ambitious
- Aspirational
- Innovation
- Creative
- Positive
- Involved
- Exceptional difference, exceptional consistent care
- Highest quality
- Sustained improvement

# Any thoughts or reflections?

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- Can you prove it ?
- My thanks Chris

