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Quality Assurance Tool



Introduction

Where care services are regulated and inspected, the provision of accurate information as to how the Service is performing, against laid down standards, is of fundamental importance. Of course the Care Quality Commission (CQC) will be responsible for the key assessments as to how a service is operating, and will act and judge accordingly (Key Lines of Enquiry).

The service itself, however, can play an important part in the assessment process, not only in relation to self-assessment in a general sense, but also in collecting and responding to the views of those on the receiving end, **its Clients, “significant others”, and staff**.

This tool is a model and cannot represent itself as the ultimate solution. It is for you to assess its validity for your service and to reach your own conclusions as to how it will benefit you in identifying those aspects of the service in which you are clearly strong, and those aspects where some improvements may be necessary. Identifying areas of weakness, and preparing action plans for improvement are key elements in achieving excellence in service provision and an “outstanding” rating.

The tool, in outline, using CQC’s Key Lines of Enquiry (KLOE)

We have identified closely in preparing this tool with the *statutory guidance for service providers and responsible individuals* on meeting service standard regulations. For the purposes of a degree of simplicity, and to meet our objectives in being able to relate to a wide group of people, we have decided to group the guidance into the 5 Key Lines of Enquiry outlined by the Care Quality Commission. These are:

1. **Is the service Safe?**
2. **Is the service Effective?**
3. **Is the service Caring?**
4. **Is the service Responsive?**
5. **Is the service Well-led?**

We will seek the views of Clients and other important stakeholders and staff by the use of questionnaires. These questionnaires will contain quality statements to which participants are invited to respond.

Our approach in designing questionnaires is to examine the document “Key lines of enquiry, prompts and ratings characteristics for adult care services”, with particular emphasis on the guidance for CQC inspectors as to what might constitute an “outstanding” rating.

In designing quality statements which associate with and mirror the CQC’s own assessments of what behaviours are outstanding, we are in a sense asking those invited to complete the questionnaires to contribute their own views on how outstanding we are.

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The quality statements we have developed for clients' questionnaires are as follows:

Is the service safe?

The Company takes my safety very seriously
The Company will listen to any concerns I have about safety
If I say something is unsafe, the Company will do something about it
My safety is the Company's main priority
If things go wrong, the Company learns from its mistakes
If things go wrong, the Company is open and honest about what happened
The Company encourages me to take sensible risks in order to maximise my independence
I am fully involved in decisions about my safety
My wishes regarding my personal safety are respected
Carers are always asking if I feel unsafe in any way
Carers expect me to raise any safety concerns I might have
Safety concerns are dealt with quickly and efficiently

I am encouraged to manage any risks to my safety myself, or with help from others
I do not feel at any disadvantage simply because of my background or condition
The Company is always looking for new and improved solutions to old problems regarding safety
The Company accepts that decisions regarding my safety are made largely by me
The Company will look for ways that allow me to take risks safely
The Company is not afraid of embracing technological solutions
The Company explores innovative solutions to safety issues or problems
The Company provides me with useful information about how I can keep myself safe at all times
If I have a concern about my safety, I know how to report it

Carers usually spot a risky situation before I do
Carers tell me that their safety is viewed very seriously by the Company, as well as mine
Carers tell me that the Company is a very good employer
Carers tell me that they have been provided with excellent training and ongoing support on all safety issues

Carers always check that I have taken my medicine(s)
Carers always take great care when giving me my medicines
Carers are always concerned that I store my medicines in the right place
Carers want me to become independent so that I can take my medicines myself
Carers are always giving me advice about infections and how they can be controlled
Carers are not afraid to discuss hygiene issues with me so as to improve my health and resistance to infections
Carers take proper precautions so as to minimise the risks of infection

Is the service Effective?

Carers are always telling me about how people are developing new and better ways of doing things
Carers are interested in improvements in the way my care is delivered
Carers want to see better outcomes for me and will look for ways of achieving this
The Company will involve me in staffing matters if it thinks it will improve my care and support
Carers will often talk to me about my diet, and how it might be improved
If I am having difficulty in eating and/or drinking, Carers will seek help for me so as to improve my care
I am not discriminated against because of my diet
The Company works well with other organisations involved in my care
Everyone involved in my care is updated and kept in the picture regarding my needs

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If my care needs change I know that everyone involved will be informed without any delay
The Company and its Carers always asks for my consent before treatment of any sort
If I am unable to make my own decisions regarding my treatment, or to give my consent, I am confident the Company and its carers will always act in my best interests

Is the service caring?

I am treated as an individual
My care is seen as a joint venture between me and the Company
The desire for positive outcomes in relation to my care needs are shared between me and the Company
I could not be treated better by the Company
All my Carers are compassionate, kind, understanding and sympathetic
I look upon my Carer as a true friend
My Carers are interested in me
If I am feeling low, Carers want to understand why, offer sympathy, and to see if they can help
The Company takes pains to ensure that they understand my views, preferences, wishes and choices
If my needs are not being properly understood, the Company will always try to find a way of resolving this
If I need someone to explain things on my behalf, this will be encouraged and supported
Respect for privacy and dignity is at the heart of the Company's culture and values
I am confident that details concerning my care and treatment are kept confidential

Is the service responsive?

At the outset, my needs were considered carefully by the Company
My care plan was prepared with a focus on what I wanted to achieve
I want to become more independent, and the Company supports me fully in this goal
My care is delivered around my needs, rather than the needs of the Company
I have a big say in what happens in relation to my care
If my needs change, I know the Company will respond quickly
My views are listened to and respected
Carers assigned to my care have good care skills
Carers understand my needs might be different to others, and take this into account
I am treated as an individual, with my own needs, wishes and preferences
I know how to make a complaint
If I make a complaint, I am confident it will be handled properly
I am confident that I will not suffer in any way as a consequence of making a complaint
The Company is not afraid of complaints
If I make a complaint, the Company will seek to rectify the situation as quickly as possible
Complaints are seen by the Company as a way of improving things
If I make a complaint, I am confident that I will be told how it will be handled, and when I can expect to receive a detailed response
If I am in terminal care, I am confident that the Company will want to review my care plan and explore with me in detail how my care is to be handled and properly recorded up to the end.
I am confident that my terminal care plan will be updated in accordance with any changing wishes I might have
I am confident that the terminal care I receive will be caring, sympathetic and understanding
I am confident that the terminal care I receive will be from individuals with adequate knowledge and training

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Is the service well-led?

The Company knows where it is going
The Company cares greatly about its reputation and standing within the Community
The Company has a Mission Statement which gives me confidence about the direction in
which it wants to go
The Company is very interested in being the best it can be
The Company is the best in the area in what it does
The Company has a staff that works and pulls together to achieve the best outcomes for
its Clients
Staff speak highly of the Company and how it treats people
The Company wants the best outcomes for everyone
**If things go wrong, the Company is only interested in putting things right, rather than
apportioning blame**
The Company is interested in my views on how it is doing
If I make a suggestion about how the service can improve, I am confident that it will be
considered carefully and responsibly
My opinion is sought at every opportunity
The Company is committed to improvement of its services
The Company is not complacent
People I talk to have a very positive opinion about the Company

Development of Client Questionnaires

Our approach is to identify with a selection of quality statements, and use them as the basis for assessing the quality of service provided.

For Clients, we have developed 6 Questionnaires:

1. Are we Safe?
2. Are Effective?
3. Are we Caring?
4. Are we Responsive?
5. Are we Well-led?
6. A combination of the above

You, of course, can:

1. **Add to the bank of quality statements** with some of your own;
2. **Choose your own quality statements** to include in the questionnaires, based upon what you want to find out. You might have concerns for example about a particular aspect of care, in which case you might want to focus on this topic;
3. **Choose as many quality statements as you wish** – we have chosen 5 quality statements for Questionnaires 1-5, and used them all for the combined questionnaire (25 quality statements). We have based this simply on not wanting the questionnaires to be overly lengthy. **It is your choice as to how many quality statements you want to include and of course which ones.**

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Client Questionnaires

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Client Questionnaire

Is the service safe?

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
The Company takes my safety very seriously					
I am encouraged to manage any risks to my safety myself, or with help from others					
Carers usually spot a risky situation before I do					
Carers always check that I have taken my medicine(s)					
Carers are not afraid to discuss hygiene issues with me so as to improve my health and resistance to infections					

Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

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Client Questionnaire

Is the service effective?

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Carers are always telling me about how people are developing new and better ways of doing things					
Carers want to see better outcomes for me and will look for ways of achieving this					
If I am having difficulty in eating and/or drinking, Carers will seek help for me so as to improve my care					
If my care needs change I know that everyone involved will be informed without any delay					
If I am unable to make my own decisions regarding my treatment, or to give my consent, I am confident the Company and its carers will always act in my best interests					

Additional Comments (Optional)

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Questionnaire

Is the service caring?

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
I am treated as an individual					
The desire for positive outcomes in relation to my care needs are shared between me and the Company					
All my Carers are compassionate, kind, understanding and sympathetic					
If I am feeling low, Carers want to understand why, offer sympathy, and to see if they can help					
Respect for privacy and dignity is at the heart of the Company's culture and values					

Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

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Client Questionnaire

Is the service responsive?

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
My care plan was prepared with a focus on what I wanted to achieve					
If my needs change, I know the Company will respond quickly					
Carers understand my needs might be different to others, and take this into account					
The Company is not afraid of complaints					
If I am in terminal care, I am confident that the Company will want to review my care plan and explore with me in detail how my care is to be handled and properly recorded up to the end					

Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

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Client Questionnaire

Is the service well-led?

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
The Company cares greatly about its reputation and standing within the Community					
The Company is the best in the area in what it does					
Staff speak highly of the Company and how it treats people					
If things go wrong, the Company is only interested in putting things right, rather than apportioning blame					
People I talk to have a very positive opinion about the Company					

Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

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Client Questionnaire

Combined

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
The Company takes my safety very seriously					
I am encouraged to manage any risks to my safety myself, or with help from others					
Carers usually spot a risky situation before I do					
Carers always check that I have taken my medicine(s)					
Carers are not afraid to discuss hygiene issues with me so as to improve my health and resistance to infections					
Carers are always telling me about how people are developing new and better ways of doing things					
Carers want to see better outcomes for me and will look for ways of achieving this					
If I am having difficulty in eating and/or drinking, Carers will seek help for me so as to improve my care					
If my care needs change I know that everyone involved will be informed without any delay					
If I am unable to make my own decisions regarding my treatment, or to give my consent, I am confident the Company and its carers will always act in my best interests					
I am treated as an individual					
The desire for positive outcomes in relation to my care needs are shared between me and the Company					

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All my Carers are compassionate, kind, understanding and sympathetic					
If I am feeling low, Carers want to understand why, offer sympathy, and to see if they can help					
Respect for privacy and dignity is at the heart of the Company's culture and values					
My care plan was prepared with a focus on what I wanted to achieve					
If my needs change, I know the Company will respond quickly					
Carers understand my needs might be different to others, and take this into account					
The Company is not afraid of complaints					
If I am in terminal care, I am confident that the Company will want to review my care plan and explore with me in detail how my care is to be handled and properly recorded up to the end					
The Company cares greatly about its reputation and standing within the Community					
The Company is the best in the area in what it does					
Staff speak highly of the Company and how it treats people					
If things go wrong, the Company is only interested in putting things right, rather than apportioning blame					
People I talk to have a very positive opinion about the Company					

Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

So how do we use the results?

First of all let's look at our scoring system. We have chosen:

Key:

- 5 = Strongly agree
- 4 = Agree
- 3 = Neither agree nor disagree
- 2 = Disagree
- 1 = Strongly disagree

Of course this is not the only way of scoring. We might have:

Key:

- 5 = Yes
- 4 = Sometimes
- 3 = Don't know
- 2 = Not often
- 1 = Never or very rarely

Or some other combination which encapsulates the feeling of the Client towards the quality statement being addressed. At the end of the day, what we are left with is a feeling of positivity –

- 5 = Always
- 4 = Often
- 3 = Sometimes
- 2 = Rarely
- 1 = Never

So, the more the score is above 3, we are in a positive area. Conversely, below 3 demonstrates a negative feeling – Clients are not really agreeing with the statement being expressed.

Let's look at how we can work out an "average score".

These are the results of a Questionnaire being completed by 1 Client, with the √ placed at random.

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Client Questionnaire

Combined

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
The Company takes my safety very seriously	√				
I am encouraged to manage any risks to my safety myself, or with help from others			√		
Carers usually spot a risky situation before I do		√			
Carers always check that I have taken my medicine(s)				√	
Carers are not afraid to discuss hygiene issues with me so as to improve my health and resistance to infections		√			
Carers are always telling me about how people are developing new and better ways of doing things				√	
Carers want to see better outcomes for me and will look for ways of achieving this				√	
If I am having difficulty in eating and/or drinking, Carers will seek help for me so as to improve my care		√			

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If my care needs change I know that everyone involved will be informed without any delay		√			
If I am unable to make my own decisions regarding my treatment, or to give my consent, I am confident the Company and its carers will always act in my best interests		√			
I am treated as an individual			√		
The desire for positive outcomes in relation to my care needs are shared between me and the Company				√	
All my Carers are compassionate, kind, understanding and sympathetic				√	
If I am feeling low, Carers want to understand why, offer sympathy, and to see if they can help		√			
Respect for privacy and dignity is at the heart of the Company's culture and values			√		
My care plan was prepared with a focus on what I wanted to achieve				√	
If my needs change, I know the Company will respond quickly					√
Carers understand my needs might be different to others, and take this into account				√	
The Company is not afraid of complaints			√		
If I am in terminal care, I am confident that the Company will want to review my care plan and explore with me in detail how my care is to be handled and properly recorded up to the end				√	
The Company cares greatly about its reputation and standing within the Community		√			
The Company is the best in the area in what it does			√		
Staff speak highly of the Company and how it treats people				√	
If things go wrong, the Company is only interested in putting things right, rather than apportioning blame				√	
People I talk to have a very positive opinion about the Company			√		

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Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

The results show:

- √ at 5 = 1 = 5 points
- √ at 4 = 7 = 28 points
- √ at 3 = 6 = 18 points
- √ at 2 = 10 = 20 points
- √ at 1 = 1 = 1 point

Total Points = 72 Total √ = 25 Average = 2.88

This Client is below 3, and therefore slightly negative. If you have distributed the questionnaire say to 10 people, you would have 250 “ticks”. Divide the total points by 250.

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Questionnaire for Family Members and “Significant Others”

We have developed a short 15 statement questionnaire based upon the bank of quality statements produced for Clients’ questionnaires. You are free, clearly, to choose different statements, remove some, add some, as you wish.

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Questionnaire for Family Members and “Significant Others”

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
The Company will listen to any concerns I have about safety					
If things go wrong, the Company is open and honest about what happened					
Carers tell me that they have been provided with excellent training and ongoing support on all safety issues					
Carers are always telling me about how people are developing new and better ways of doing things					
The Company and its Carers always asks for my consent before treatment of any sort					
I am treated as an individual					
I could not be treated better by the Company					
The Company takes pains to ensure that they understand my views, preferences, wishes and choices					
At the outset, my needs were considered carefully by the Company					
My views are listened to and respected					
I am treated as an individual, with my own needs, wishes and preferences					
I know how to make a complaint					
The Company has a Mission Statement which gives me confidence about the direction in which it wants to go					
The Company is the best in the area in what it does					
People I talk to have a very positive opinion about the Company					

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Additional Comments (Optional)

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Staff Questionnaire

The quality statements we have developed for Staff questionnaires are as follows:

I like working here

I look forward to coming to work

The Company is properly managed

I am well trained for what I am asked to do

My skills are well utilised

The workload is evenly divided

Work patterns and rotas are well organised

My work and personal life are well balanced

I have too much to do

I think I will be here in a year's time

I am over-worked

Induction training is excellent

My contribution is valued

I know what I am expected to do

I am fairly treated

My Supervisor treats me well

Management know what they are doing

My voice is heard and respected

I get on well with my Supervisor

I receive regular supervision and appraisal

Appraisal of my work is fair

People work well together

Everyone pulls in the same direction

I have good relationships with my colleagues

Everyone contributes to the common good

There is an open and honest culture where everyone is treated fairly

Communication within the Company is generally good

I get to know about things that are important to me in my work

“Unofficial” channels work best

I know the direction the Company is heading

The Company pays me fairly

The company keeps pace with pay and benefits

Generally speaking, staff mix well together

The Company takes safety seriously

The Company is interested in my training needs

Training is seen as important

If I need training I know I will get it

My supervisor/manager discussed training and development issues with me

The company cares about me

The Company values my opinion on most matters

The Company communicates well with everyone

The Company’s Statement of Purpose and Service User’s guide provides useful information

Clients understand the contract they have with the Company

It is difficult to see how we might better communicate with Clients/Family etc

Clients are assessed properly before their care plan is provided

The Company is capable of meeting the needs of Clients

The Company would not accept anyone unless it was confident that their needs could be met

The needs of Clients are assessed regularly, and changes made to the Personal Care Plan when necessary

The Company takes an interest in the health and wellbeing of its Clients

There’s always time to give the care that is needed

Staff are encouraged to take an interest in the outside interests of Clients

Dying and death are matters which the Company treats with compassion, caring and understanding

Clients’ needs come before everything else

Complaints are taken seriously by the Company

Complaints are seen as a way of improving the Service

Clients’ rights are protected at all times

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No-one is abused here

Any allegation of abuse would be taken very seriously by the Company

There are always enough staff to do the work

The Company has a positive and inclusive atmosphere

If I have a concern, I can express it openly without fear

The Company is working hard to deliver a quality Service

Everyone is happy here

We have developed a 25 statement questionnaire based upon the bank of quality statements above You are free, clearly, to choose different statements, remove some, add some, as you wish.

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Staff Questionnaire

Please tick one box only for each Statement according to how you feel

Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
I look forward to coming to work					
The Company is properly managed					
I am well trained for what I am asked to do					
I have too much to do					
I think I will be here in a year's time					
Induction training is excellent					
My Supervisor treats me well					

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Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Management know what they are doing					
My voice is heard and respected					
I receive regular supervision and appraisal					
There is an open and honest culture where everyone is treated fairly					
“Unofficial” channels work best					
The Company pays me fairly					
The Company takes safety seriously					
The Company is interested in my training needs					
The Company communicates well with everyone					

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Statement	Tick one Box only				
	5 Strongly agree	4 Agree	3 Neither agree nor disagree	2 Disagree	1 Strongly disagree
Clients are assessed properly before their care plan is provided					
The Company is capable of meeting the needs of Clients					
There's always time to give the care that is needed					
Complaints are taken seriously by the Company					
Complaints are seen as a way of improving the Service					
Any allegation of abuse would be taken very seriously by the Company					
There are always enough staff to do the work					
The Company is working hard to deliver a quality Service					
Everyone is happy here					

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Additional Comments (Optional)

If you would like us to contact you regarding this survey, please give your name and contact telephone number

Acting on the results

There is no point in a questionnaire, analysing the results, and doing nothing about them. We believe that:

1. All scores of 2 or below need further investigation
2. An overall score of around 3 needs a push for improvement.
3. Individual or group scores of 4 or 5 should be praised.

We suggest that you review the results of your surveys to try to identify trends which may give rise to action plans for improvement, either on an individual, group or Company-wide scale.

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Review of Questionnaires will generally give rise to a plan for improvement – improvement goals. A

SMART goal meets the criteria of the terms of the acronym:

SMART: Specific, Measurable, Attainable, and Relevant.

Acronym	Description	Developing SMART Goals
S	Specific	Goals are clear, detailed and unambiguous. A specific goal will usually answer the five "W" questions: What: What do I want to accomplish? Why: Specific reasons, purpose or benefits of accomplishing the goal. Who: Who is involved? Where: Identify a location. Which: Identify requirements and constraints.
M	Measurable	This term stresses the need for concrete criteria for measuring progress toward the attainment of the goal. If a goal is not measurable, it is not possible to know whether progress toward successful completion is being made. A measurable goal will usually answer questions such as: <ul style="list-style-type: none"> • How much? • How many? • How will I know when it is accomplished?
A	Attainable	This term stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch the goal-setter in order to achieve it, the goal is not extreme. An attainable goal may cause goal-setters to identify previously overlooked opportunities to bring themselves closer to the achievement of their goals. An attainable goal will usually answer the question: How: How can the goal be accomplished?
R	Relevant	A relevant goal must represent an objective that the goal-setter is willing and able to work towards. A relevant goal will usually answer the question: Does this seem worthwhile?
T	Time Bound	The fifth term stresses the importance of giving goals a target date. A commitment to a deadline helps focus efforts on completion of the goal on or before the due date. Timeliness is intended to prevent goals from being overtaken by the day-to-day crises that invariably arise in an organization. A timely goal will usually answer the question: When? What can I do 6 months from now? What can I do 6 weeks from now? What can I do today?

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SMART Goal Template

Goal description:

Name of Person Responsible for completion:

Acronym	Description	Provide the detail
S	Specific	
M	Measurable	
A	Attainable	
R	Relevant	
T	Time Bound	