# SCDLMCSE3
## Monitor and manage the quality of the provision of care services

**Overview**

This unit is for leaders and managers of care services. It is about promoting and managing a quality care services provision

**Elements of Competence**

1    Implement systems, procedures and practice to meet quality standards
2    Develop a culture for promoting quality in which everyone participates
3    Implement, monitor and review quality systems, procedures and practices

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**Implement systems, procedures and practice to meet quality standards**

*You must be able to:*

P1 you implement and review the effectiveness of systems, procedures and practices for quality assurance and control within your **provision** ensuring that they comply with legal, registration, regulatory, inspection and organisational requirements

P2 you ensure that people, workers and relevant others are aware of quality assurance, control and standards for the provision

P3 you identify agreed quality standards and ensure that they are implemented, maintained, developed and achieved

P4 you identify appropriate quality assurance measures and controls for the provision

P5 you identify systems, procedures, practices and **resources** to address unprofessional, harmful or dangerous practice through:

P5.1 **supervision**

P5.2 training and development

P5.3 individual coaching, mentoring and training

P5.4 team development and training

P6 you provide accurate, accessible and understandable information about how people, workers and relevant others can and should contribute to quality assurance and control

P7 you record and report on quality assurance, control and standards within the provision in accordance with legal, regulatory, inspection and organisational requirements

**Develop a culture for promoting quality in which everyone participates**

*You must be able to:*

P8 you develop a **culture** and build appropriate relationships with people, workers and relevant others that enables them to:

P8.1 raise issues, express their concerns, ask questions, make comments and complaints

P8.2 have their views and comments respected and taken seriously

P9 you enable people, workers and relevant others to understand their rights and responsibilities in relation to promoting the quality of the provision

P10 you work with people, workers and relevant others to establish ground rules for participation in promoting quality within the provision

P11 you support people, workers and relevant others to negotiate their roles and responsibilities in promoting the quality of the provision

P12 you ensure that workers are able to support people's rights and responsibilities when contributing to promoting the quality of the provision

P13 you provide supervision and support to workers to use quality assurance

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and control standards, policies, systems and procedures to improve practice

**Implement, monitor and review quality systems, procedures and practices**

*You must be able to:*

P14  you implement and review the effectiveness of systems, procedures and practices for promoting quality within the provision ensuring they comply with legal, regulatory, registration, inspection and organisational

P15  you ensure that people, workers and relevant others are involved in monitoring and reviewing quality systems, procedures and practices

P16  you critically evaluate feedback from people, workers and relevant others to monitor and review the effectiveness of quality systems, procedures and practice

P17  you identify:
    P17.1  where quality assurance and control is effective
    P17.2  areas that could be improved or could better meet the needs of people, workers and relevant others

P18  you disseminate the findings from your evaluation to people, workers and relevant others who have been involved in monitoring quality, for their comment

P19  you record and report on the extent and effectiveness of people's, workers' and relevant others' involvement in and contribution to promoting quality within the provision

P20  you use evidence to record and report on the evaluation of quality assurance and control systems, procedures and practices to relevant individuals in accordance with legal, regulatory, inspection and organisational requirements

P21  you take appropriate action to improve quality assurance and control within your provision ensuring that adequate resources are available to support your actions

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**Knowledge and understanding**

*You need to know and understand:*

**Values**

K1 legal and organisational requirements on equality, diversity, discrimination, **rights**, confidentiality and sharing of information in relation to monitoring and managing the quality of the provision

K2 knowledge and practice that underpin the holistic person-centred approach which enable you to monitor and manage the quality of the provision in ways that:

    K2.1 place the people's preferences at the centre of everything you do whilst considering their best interests

    K2.2 ensure people have access to information about themselves in a format that they can understand

    K2.3 provide opportunities for **independent representation and advocacy**

    K2.4 use a person's preferred communication methods and language

    K2.5 provide active support for people

    K2.6 recognise the uniqueness of people and their circumstances

    K2.7 empower people to take responsibility (within any restrictions placed upon them) and communicate their decisions about their own lives, as far as they are able

K3 how to critically evaluate and **take informed action against discrimination** when monitoring and managing the quality of the provision

K4 how to support people, workers and relevant others to recognise and take informed action against discrimination

**Legislation and policy**

*You need to know and understand:*

K5 regulation, inspection requirements, codes of practice and conduct, standards and guidance for employers and employees, relevant to:

    K5.1 your provision

    K5.2 your own roles, responsibilities and accountability

    K5.3 the roles, responsibilities and accountability of others in relation to monitoring and managing the quality of the provision

K6 current local, national, UK, European and international legislation, standards, guidance and organisational requirements for the **leadership** and **management** of quality within your provision including:

    K6.1 the need to achieve **positive outcomes** for people

    K6.2 the need to safeguard and protect people from all forms of danger, harm and **abuse**

    K6.3 employment practices for the provision and **service**

    K6.4 your provision's **governance** arrangements

    K6.5 data protection, recording and reporting

|       | K6.6  | making and dealing with comments and complaints to improve services |
|-------|-------|---------------------------------------------------------------------|
|       | K6.7  | whistle-blowing                                                     |
|       | K6.8  | **partnership** and other types of working                          |
|       | K6.9  | promoting your provision's services and facilities                  |
|       | K6.10 | quality assurance and control                                       |

K7    organisational requirements for recording and reporting on quality assurance and control, including:

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|--|--|--|
| | K7.1 | how reports and records should be accessed, manually and through Information and Communication Technologies (ICT) |
| | K7.2 | how to ensure that records and reports do not contribute to labelling and stigmatisation |
| | K7.3 | the security requirements for different records and reports |
| | K7.4 | the requirements for producing, finalising and sharing different types of records and reports appropriately and within required timescales |
| | K7.5 | types of data, information and presentation methods appropriate to specific records and reports and the specific needs of people |
| | K7.6 | the importance of identifying whether the source is based on evidence, fact or knowledge-based opinion |
| | K7.7 | how and when to use evidence, fact and knowledge based opinion to support professional judgement in records and reports |

K8    how to implement, evaluate and influence the future development of management policies, systems, processes and procedures for quality assurance and control within your provision

**Leadership and management theory and practice**

*You need to know and understand:*

K9    how to critically evaluate and implement best practice using up-to-date knowledge of:

| | | |
|--|--|--|
| | K9.1 | literature related to leadership, management and monitoring quality within your provision |
| | K9.2 | leadership and management methods, principles and approaches relevant to quality assurance and control within your provision |
| | K9.3 | government reports, inquiries and research relevant to leadership and management of quality assurance and control within your provision |
| | K9.4 | evidence and knowledge-based theories and models of good practice in the leadership and management of quality assurance and control |
| | K9.5 | lessons learned for leadership and management of quality assurance and control, from successful interventions and serious failure of service and practice |
| | K9.6 | the experiences of people within your provision about quality |

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K10 performance management and quality requirements, procedures, criteria, methods and indicators relevant to developing your provision

K11 methods of managing and developing practice in quality assurance and control, about:
- K11.1 how you consult with people, workers and relevant others
- K11.2 how you consult with people, workers and relevant others
- K11.3 how you promote the participation and involvement of people
- K11.4 how you support, supervise and develop workers
- K11.5 the impact on the provision of organisational behaviour
- K11.6 group and individual processes
- K11.7 how power relationships can be used and abused

K12 how to plan and manage resources for quality assurance and control, and the implications for:
- K12.1 the delivery of services
- K12.2 the achievement of targets
- K12.3 the achievement of positive outcomes

K13 different types of change and their implications for the leadership, management and monitoring of quality within your provision

K14 how psychological, socio-economic, cultural and environmental factors of those within the provision impact on your leadership, management and monitoring of quality

K15 how and where technology should be used within your provision, especially in relation to quality assurance and control

K16 principles, methods and techniques for:
- K16.1 establishing, implementing, monitoring and reviewing quality systems, complaints and complaints procedures
- K16.2 implementing and managing quality assurance and control systems
- K16.3 monitoring the implementation and impact of quality policies
- K16.4 involving and consulting with workers and others on quality programmes
- K16.5 communicating to all involved the results of quality reviews and plans for change
- K16.6 identifying and evaluating the strengths and weaknesses of the provision in relation to the quality assurance and control
- K16.7 monitoring and controlling resources to maintain consistency and quality in the provision

K17 approaches to quality policies and complaints procedures which are enabling, make them accessible, and take account of feedback to inform and improve practice

K18 the impact that the organisation's culture and workers' competence has on the effectiveness of quality systems

K19 approaches to developing a safe, positive and nurturing environment which enables people to participate in the development, monitoring and review of quality systems and practices

K20 the impact of stress and conflict on organisational performance, safety and quality

K21 the impact of the external environment on quality

K22 systems of internal and external accountability for maintaining quality

K23 how to work effectively with external management and governance on implementing, monitoring and providing feedback on quality systems, procedures and policies

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## Additional Information

**Scope/range**

The scope is here to give you guidance on possible areas to be covered in this unit. You need to provide evidence for the areas that are relevant to the care service that you lead and manage, and a sound rationale for not providing evidence for the remaining items

**People** include:
1. adults using care services, their families, carers, groups and communities
2. children and young people using care services, their parents/carers, families, carers, groups and communities

**Preferred communication methods and language** including: people's preferred spoken language; the use of signs; symbols; pictures; writing; objects of reference; communication passports; other non verbal forms of communication; human and technological aids to communication; pre-verbal utterances in infants and young children

**Relevant others** could include: other professionals who should contribute to the activity, people from within the provision who should contribute to the activity, people from outside the provision who should contribute to the activity

**Workers** could include: those supporting the people within your provision who are paid, unpaid, contractual or non-contractual

Your **knowledge and understanding** for this unit relates to: legal and organisational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the well being of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer-term future.

Competent leadership and management practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent leadership and management in the performance described in this unit.

**Values**

**Values underpinning the whole of the unit** The values underpinning this unit have been derived from the key purpose statement, relevant service standards

and codes of practice for health and social care in the four UK countries.

**Glossary**

This section provides explanations and definitions of the key words and concepts used in this unit. In occupational standards it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the standards, may be used in a very particular way. **Therefore, we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required**.

**Abuse**
Abuse is causing physical, emotional, sexual and/or financial harm to an individual and/or failing/neglecting to protect them from harm.  This could be at a personal or institutional level

**Culture**
A shared set of ideas, beliefs, values and knowledge which underpins behaviour

**Governance**
The way in which the provision is governed and directed as required by legislation, regulation, standards and guidance

**Independent representation and advocacy**
Where the views, wishes and concerns of the adult/child/young person are communicated by another person, either through someone independently representing their wishes, or someone acting as their advocate

**Leadership**
The ability to provide a model of best practice that is creative, innovative, motivating and flexible and supports people to follow by example and through respect

**Management**
The ability to lead and organise the effective running of the provision and to meet the overall service needs and those required by legislation, regulation, registration and inspection. Effective managers are able to solve problems, balance the needs of all within the provision, to manage competing demands and to cope under stress

**Organisational requirements**
Aspects of policy, procedure and practice that are required by the service and the provision

**Partnership**
Working effectively together with people, professionals, agencies and

organisations to enhance the well being of people and support positive and improved outcomes

**People**
For adults, people includes adults using care services, their advocates, their families, carers, significant others, groups and communities For children and young people, people includes the children and young people using care services, their advocates, their parents/carers, their families, teachers, college lecturers, significant others, groups and communities

**Positive outcomes**
Beneficial outcomes for adults as specified in regulation and guidance for each of the countries of the UK and agreed as appropriate with and for each person within the provision. They include:
1    improved health, emotional well being and quality of life
2    staying safe and being free from discrimination and harassment
3    enjoying, achieving and making a positive contribution
4    exercising choice and control
5    achieving economic well being, dignity and respect

Beneficial outcomes for children and young people as specified in the regulation of each of the countries of the UK and as agreed with children and young people. They include:
1    being healthy
2    staying safe
3    enjoying and achieving
4    making a positive contribution
5    achieving economic well being

**Provision**
The specific unit or part of the service for which you have leadership and management responsibilities

**Relevant others**
Key people within and outside the provision with whom it is beneficial to work and who can influence the provision and the outcomes for the provision and people within it

**Resources**
The assets of the provision: financial, human, physical and environmental

**Rights**
The rights of:
1    adults are those embodied in the United Nations Universal Declaration of Human Rights

2      children and young people are those embodied in the United Nations Convention on the Rights of the Child

These include rights under the social care codes of practice that everyone should be: respected (in terms of their beliefs, culture and values); treated and valued equally, not be discriminated against; treated as an individual; treated in a dignified way; socially included; included in activities; protected from danger and harm; cared for in a way they choose; have privacy and access to information about themselves and be able to communicate using their preferred methods of communication and language

**Service**
The overall organisation, agency or service within which your specific provision resides and for which you are the manager

**Supervision**
A process that involves a manager meeting regularly and interacting with worker(s) to review their work. It is carried out as required by legislation, regulation, guidance, standards, inspection requirements and requirements of the provision and the service. The purpose is to monitor tasks and workload, solve problems, support workers in dealing with complex situations and moral and ethical dilemmas and to promote staff development

**Take informed action against discrimination**
Actions taken about discrimination on the basis of your knowledge of good practice, legal requirements and professional codes and in relation to information received and investigated

**Workers**
Those supporting people within the provision who are paid or unpaid, contractual or non contractual

**Links to other NOS**

To achieve this unit you must demonstrate that you have applied the principles required for the management of care services outlined in LMCB1.

**External Links**

When using this specification it is important to read the knowledge requirements in relation to expectations and requirements of your job role and the content of this unit.

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|---|---|
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| **Suite** | Leadership and Management for Care Services |
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