

## Quality Management System/ Integrated Management System



### Outcomes

- The facility's processes are part of a controlled structure of documentation that outlines the agreed methods of working, responsibilities and standards
- The management system is designed to balance the needs of the business, its staff and customers
- Staff are trained in the relevant documentation, the system is accessible for all staff
- Systems and processes are designed with the customer in mind and contribute to an enhanced customer experience

### PLAN

#### How do you plan the development of your integrated management (IMS) or quality management system (QMS)?

##### EXAMPLES OF BEST PRACTICE

- Business plan
- Procedures and policies
- Service standards
- Working group
- Indexes
- System model
- Central filing system
- Annual audit/ review schedule
- Inspection process
- Procedure update and archive process
- Site specifics

##### GUIDANCE

- Is the importance of the QMS/IMS and how it is to be used recognised within the business plan
- Have procedures and policies in all service areas been developed, defined and documented as part of the system, for staff and where appropriate customers
- Are the defined service standards that have been developed for employees and where appropriate customers included within the system
- Have customer needs and expectations been identified and considered when developing systems and standards
- Has a working group, consisting of staff and customers at all levels, been formed to assist in the development and ongoing review of the system
- Is a system index included within the documentation that defines the date and issue number and date of next review
- Has the facility developed the format of the system, including layout, issue number, headers and footers to be included
- Have other mediums other than written been used to assist with the understanding of the procedures and standards, for example photographs, diagrams, colours and graphs
- Is there a central filing system (soft and/or hard) in place for the storage of the facility's documentation that evidences implementation of systems procedures and processes
- Has an audit and inspection schedule been developed to ensure that the system is maintained and updated on a regular basis
- Is there a process in place to record changes that have been made to the system, including procedures, work instructions and support documents
- Has a process been developed to archive old procedures, work instructions and support documents
- If the system is part of a corporate QMS/IMS, have processes been developed and defined to ensure that the documentation is site specific and applicable to the operation of the facility

### DO

**How do you ensure staff are involved with the development process and have access to the system?**

**EXAMPLES OF BEST PRACTICE**

- Working group
- Staff responsibilities
- Team minutes
- Availability of system
- Availability of procedures
- Documentation distribution matrix

**GUIDANCE**

- Does a working group meet on a regular basis, is there a good staff representative across all departments within the facility
- Have responsibilities for staff at all levels been defined for the management, ownership, implementation and review of the system
- Is the system included on team agendas
- Is the system available and accessible to all staff, are there both soft and hard copies
- Are key staff critical procedures, such as emergency action plans and normal operating procedures issued to individual staff
- Has a documentation distribution matrix been developed that defines where and to whom procedures, work instruction should be distributed

**What best practice, legislation or statutory information have you considered?**

**EXAMPLES OF BEST PRACTICE**

- Industry guidance and best practice
- Health and safety legislation
- National governing bodies (NGBs)
- Industry bodies
- Safeguarding and Child Protection
- Equality and Diversity

**GUIDANCE**

- Has industry guidance and best practice been considered and included within the system documentation, with links to additional guidance
- Has health and safety legislation been included within the system documentation, with links to additional guidance
- Has the guidance of NGBs been sought and included within the system documentation
- Has the guidance of other internal and external industry bodies been sought and included within the system documentation
- Has the guidance of lead agencies been sought and included within system documentation around specific areas such as child protection, vulnerable adults, equality and diversity with links to additional guidance on best practice.

**What training is in place to ensure that staff are up dated with the procedure content, both new and revised documentation?**

**EXAMPLES OF BEST PRACTICE**

- Corporate induction
- Site specific and job specific induction including competency checks
- Update
- Refresher and ongoing training
- Tool box talks/intranet
- Team meetings
- Newsletter
- Memo's/ email/ updates
- Procedure training matrix

- Training records

**GUIDANCE**

- Do management ensure that staff are trained in any relevant procedures and policies; and any changes are actioned accordingly
- Is the QMS/IMS included within the corporate induction process
- Is a process in place to induct staff and check competency on both relevant site specific and job specific procedures, work instructions and support documents
- Has the facility developed a procedure training index that defines which staff need to be trained on what procedure, work instruction or form
- Is refresher and ongoing training on the system and processes embedded within the facility's training plan
- Are innovative ways used to assist in the training process, such as tool box talks, intranet and web based tests
- Are team meetings used as a tool to train and update staff on the system documentation
- Are other methods used as a mechanism to keep staff informed and updated of the system documentation, such as newsletters, memos and updates
- Are training records maintained for all staff that define which procedure and work instruction they have been trained on, including date of training, title and issue number of documentation, and signed by both the trainer and trainee
- Has a process been developed to record refresher and ongoing training that is delivered

**What resources are allocated to achieve both the delivery and development of the system?**

**EXAMPLES OF BEST PRACTICE**

- Audit check sheets
- Internal and external audits
- Meetings
- Training and meeting budgets

**GUIDANCE**

- Have audit check sheets been developed to assist in the audit of the system and documentation
- Is there a planned internal audit process in place to test the compliancy of the system, including time to undertake the audits, write reports and action the findings
- Are external audits undertaken to test the compliancy of the system which includes a process to assess compliance against industry best practice and benchmarking
- Is sufficient time and resource built into the facility's budget to allow staff to attend development meetings and training sessions

**MEASURE**

**How do you measure?**

**EXAMPLES OF BEST PRACTICE**

- Audits internal and external
- Training
- Competency tests
- Inspections
- Management spot checks
- Staff feedback
- Accreditation of specific policies and systems

**GUIDANCE**

- Are internal audits undertaken in a timely manner
- Are external audits used to measure the success and implementation of the system
- Is the training undertaken and measured for its effectiveness and knowledge of the staff
- Are competency tests undertaken with regards to the system documentation, process and service delivery



- Are regular inspections in place
- Do managers undertake regular spot checks of the delivery of the content of the procedures, work instruction and standards set
- Do management seek to find out from staff if the QMS/IMS is actually helpful; are staff encouraged to feed back on the procedures and work instruction content
- Does the organisation seek to achieve nationally recognised accreditation for the practice; safeguarding; customer service or equalities work for example

**REVIEW**

**How do you review what you have measured?**

**EXAMPLES OF BEST PRACTICE**

- Documentation review
- Review meetings
- Customer feedback
- Review internal audit findings
- Review external audit findings
- Mystery visits

**GUIDANCE**

- Is there a planned review schedule in place that includes staff (and stakeholders where relevant) at all levels
- Is the documentation of the system reviewed in line with the audit schedule defined
- Are review meetings undertaken with actions added to the improvement plan and documentation updated
- Is customer feedback reviewed to ascertain that the standards and policies are being delivered to the defined levels
- Are the findings from internal and external audits reviewed, with findings actioned added to an improvement plan
- Are mystery visit reports reviewed and findings actioned and added to an improvement plan

**IMPACT**

**Has what you have done made a difference?**

**EXAMPLES OF BEST PRACTICE**

- Competent informed staff
- Customer satisfaction
- Improved audit scores
- Benchmarking
- More external awards
- Keeping partners/stakeholders happy

**GUIDANCE**

- Are staff more competent in the tasks they undertake and the service that they deliver to the customer
- Are staff telling you that the QMS/IMS is beneficial to them and makes a difference
- Are customer satisfaction levels increasing
- Are both internal and external audit scores improving
- Is the facility's position within benchmarking leagues and tables improving
- Is the facility achieving more external awards
- Are stakeholders and partners happy with the overall performance and position of the facility