

# The new eQuass 2018 system

## Why



## How



## What



# WHY?



## Research studies

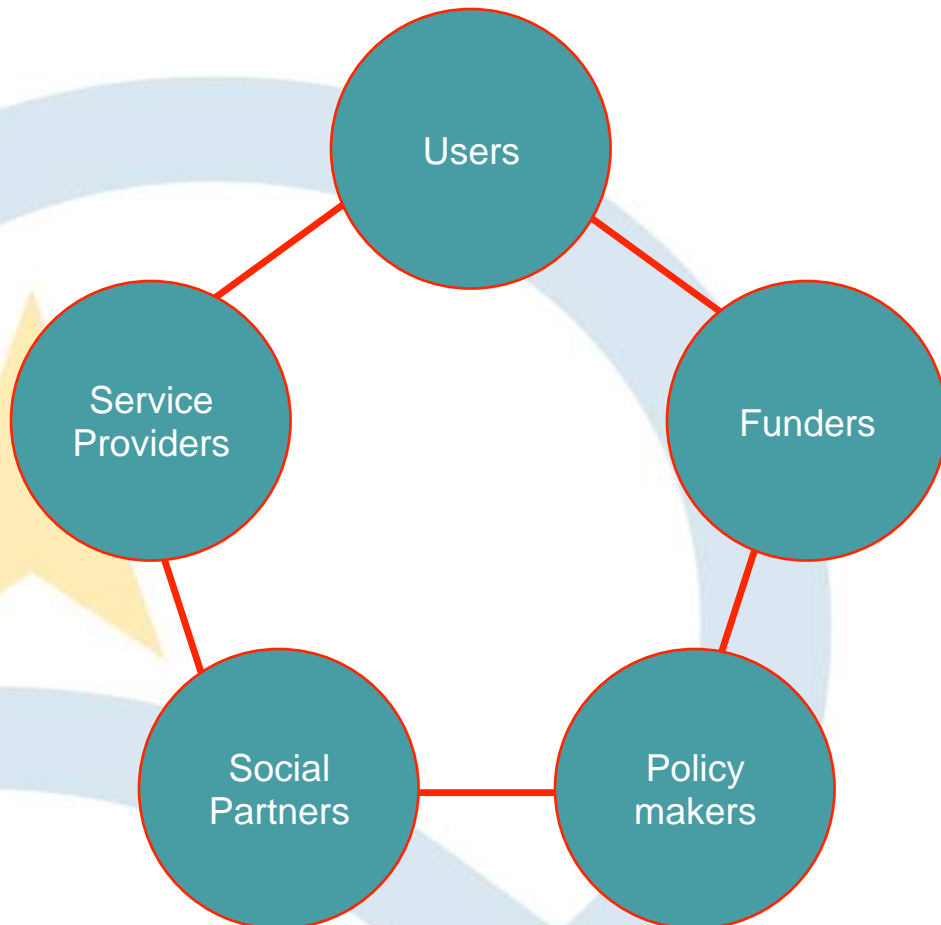


1. **"Kvalitet er jo det vi gjør i hverdagen"** , Hege Gjertsen, Cecilie Høj Anvik, Terje Olsen, Nordlandsforskning AS, 2014 (200 SSP)
2. **Impact Study of the EQUASS Assurance Quality System**, Mariliis Männik-Sepp Estonia (Msc) Estonia, 2014 ( SSP)
3. **Gestão da Qualidade e a Excelência nas IPSS: Um Estudo Empírico sobre o Modelo EQUASS**, Nuno Melão (PhD) & Sara Maria Guia (2015)
4. **Quality Management and Excellence in the third sector: examining European Quality in Social Services (EQUASS) in non-profit social services**, Nuno Melão PhD), Sara Maria Guia & Marlene Amorim (2016)
5. **The Impacts of EQUASS Assurance on Social Service Providers: Results from a Survey**, Nuno Melão (PhD), Instituto Politécnico de Viseu, Viseu (March, 2016) (381 SSP – 51,4 %)
6. **The Impacts of EQUASS Excellence on Social Service Providers: Results from a Survey** (27 SSP) Nuno Melão (PhD) Instituto Politécnico de Viseu, Viseu (March, 2016) (27 SSP – 92,6 %)
7. **EQUASS Assurance certification: The Veiw of Pioneer Adopters**, Nuno Melão,(PhD), Marlene Amorim, Frederic Marimon and Inés Alegre (2016)

# Why ?



## Changing demands from Stakeholders



2000-2002: → EQRM

2007: → Revision EQRM

2006-2008 → EQUASS Assurance  
(EQUAVET project)

2008-2010: → EQUASS 2012

(CEN workshop 51 / Prometheus project: CQF for SSGI)

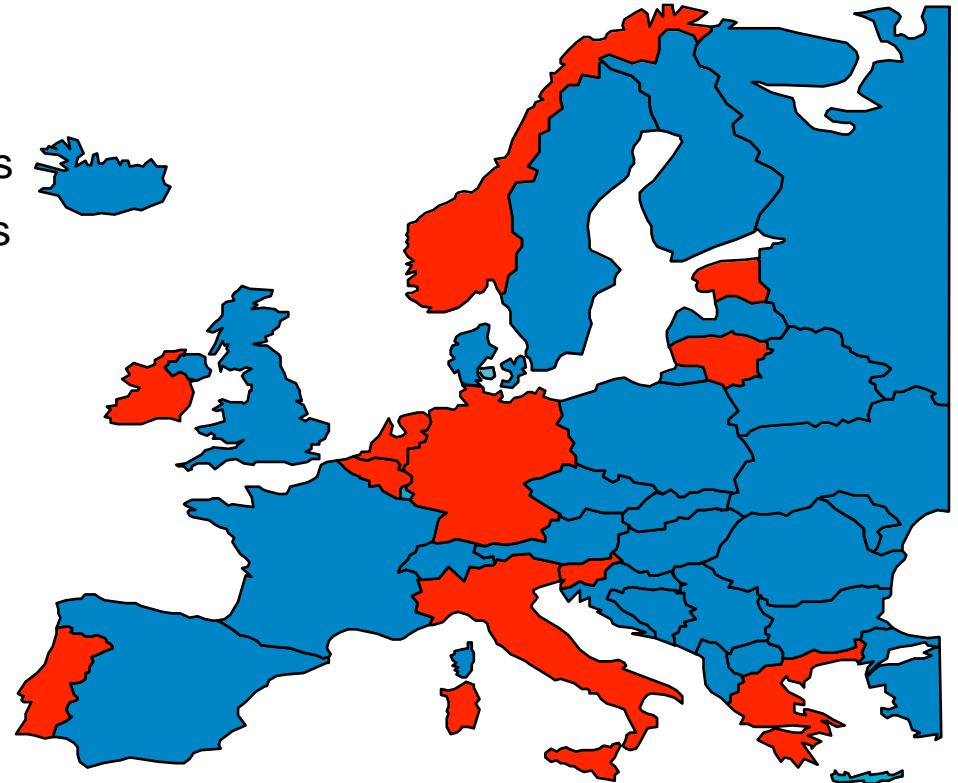
2014-2016: → EQUASS 2018

# Why ?

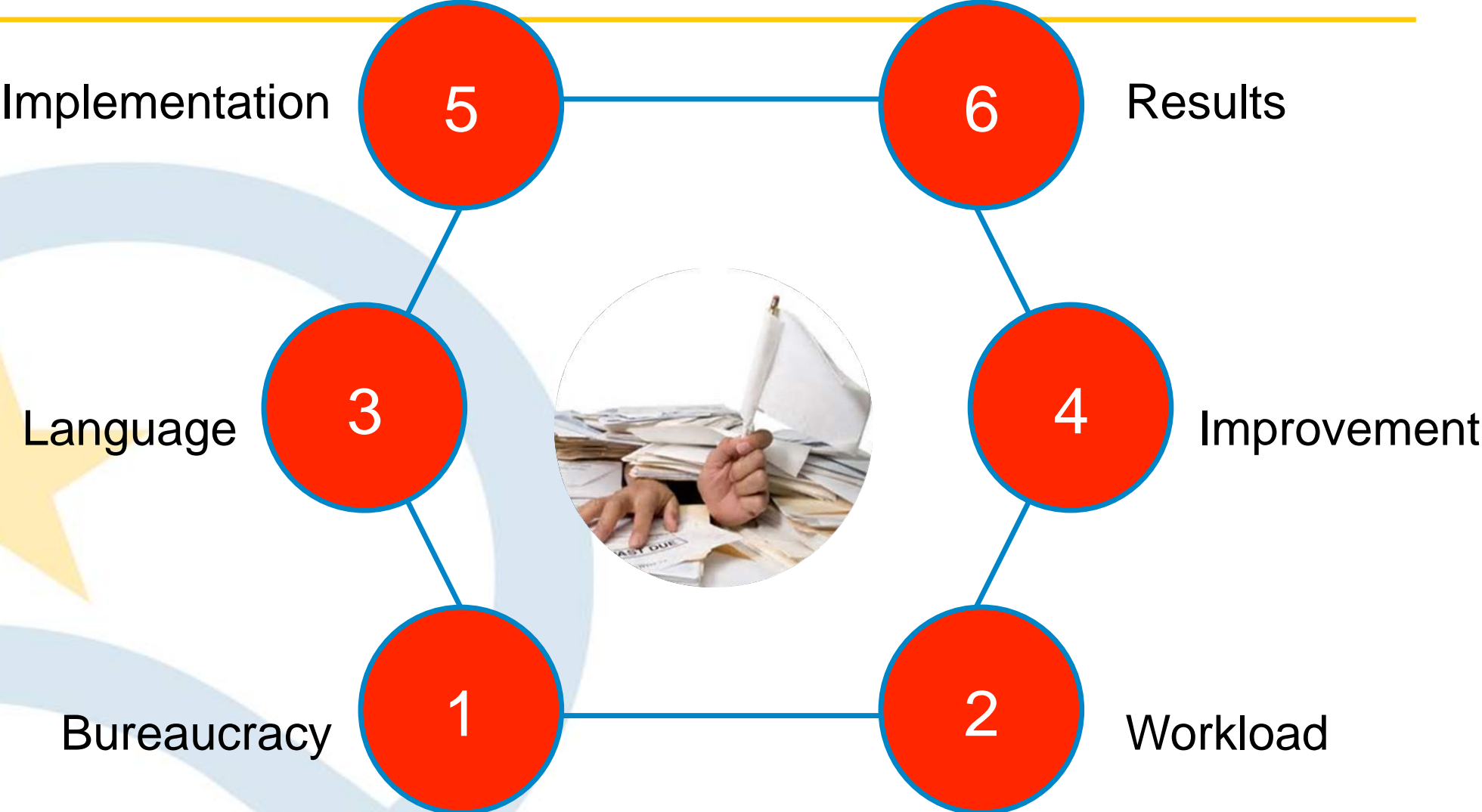


## Experiences and feedback of:

1. Individual Social Service providers
  1. eQuass Assurance certified Organisations
  2. eQuass Excellence certified organisations
2. eQuass Assurance auditors
3. eQuass Excellence auditors
4. eQuass recognised consultants
5. eQuass Local Licence Holders
6. eQuass National Representatives



# Result of research and consultation



# Demands for new eQuass system



1. More **User friendly** application, procedures and processes.
2. **Up-to-date demands** based on stakeholder consultation.
3. **Compliance** with European Frameworks
4. **The audit report** has to be a report that a service provider can use for improving performance.
5. **Difference in requirements** when a service providers implements a system the first time & when re-certification.
6. Better **understandable language**.
7. More **supportive** towards **continuous improvement, learning & development**
8. **One coherent and consistent assessment system** (the service provider gets a certain „ level“ as a result of the external audit
9. **Less indicators** (more freedom & choices to service providers)
10. **Differentiation**. (Less bureaucracy for very small service providers (> 10 staff))

# Mission eQuass 2018



Recognition



Training



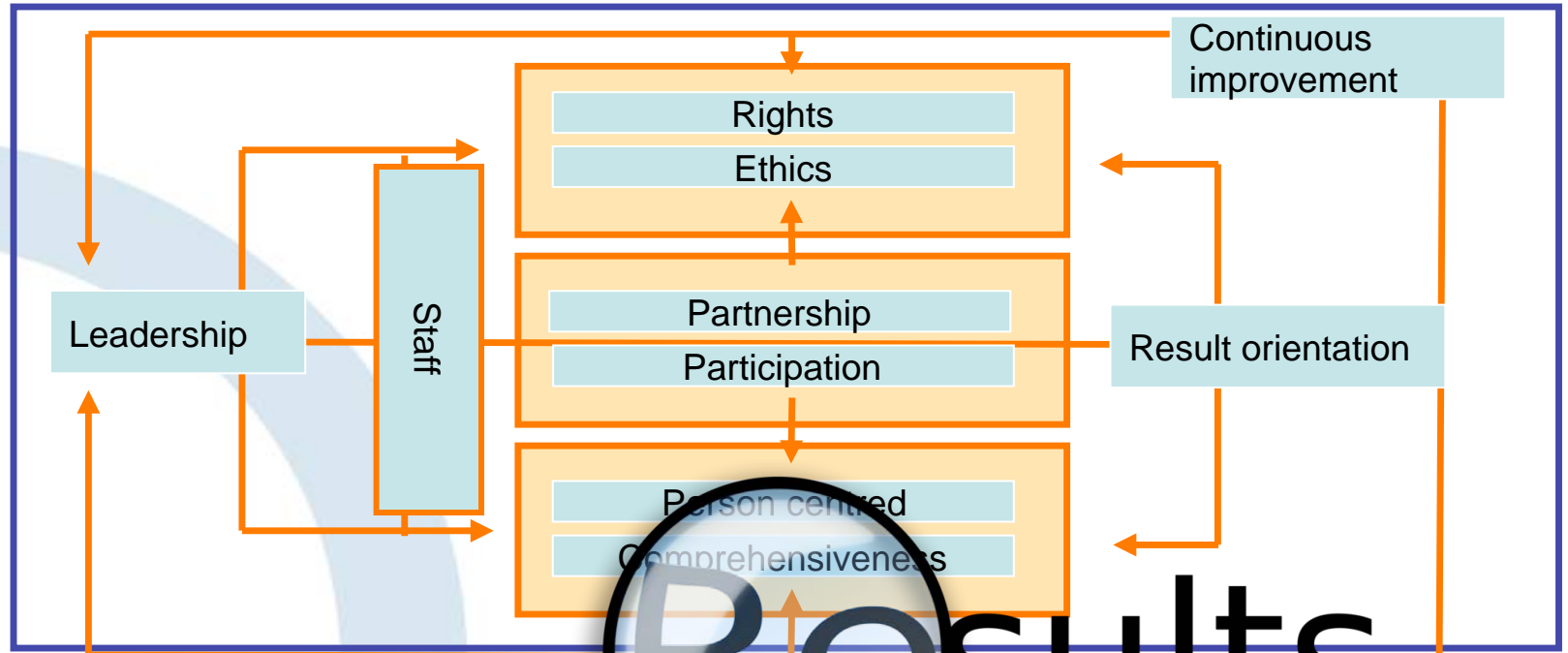
Consultancy



Awareness raising

*To enhance the social service sector by engaging social service providers in quality, continuous improvement, **learning and development**, in order to guarantee service-users quality of services throughout Europe.*





**Results**



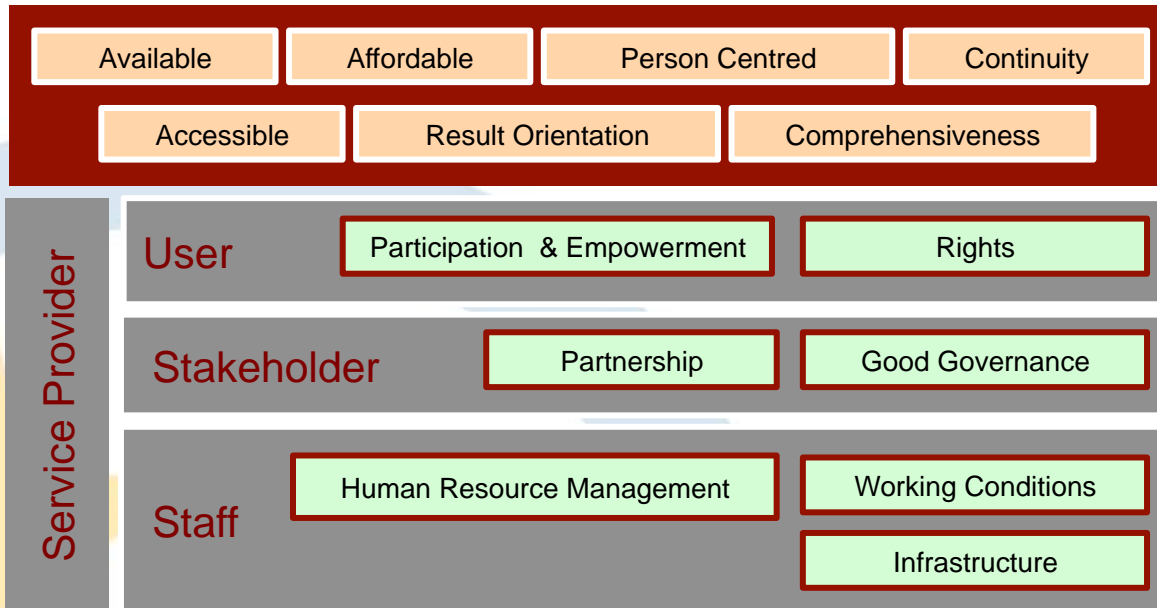
# The new EQUASS 2018 system

---

1. **Compliant** with relevant European Frameworks and demands from EU stakeholders
2. Emphasis on **implementation** (putting clear approaches into practice)
3. Emphasis on achieving **results** (based on valid and relevant indicators)
4. Supportive towards **continuous improvement-learning and development**
5. **One coherent and consistent system of assessment**
6. **No prescriptive indicators** (more freedom & choices to service providers to meet quality requirements in national context)
7. **Customer friendly** in its application, its procedures and its processes.
8. **Understandable language** for SSP
9. **Reduced bureaucracy** and paper work for SSP

# European Frameworks

## European Quality Framework for Social Services



## EQAVET Framework

### THE QUALITY CYCLE

of the European Quality Assurance Reference Framework for Vocational Education and Training

**1. Purpose and Plan**  
Set up clear, appropriate and measurable goals and objectives in terms of policies, procedures, tasks and human resources.

**2. Implementation**  
Establish procedures to ensure the achievement of goals and objectives (e.g. development of partnerships, involvement of stakeholders, allocation of resources, and organisational or operational procedures).

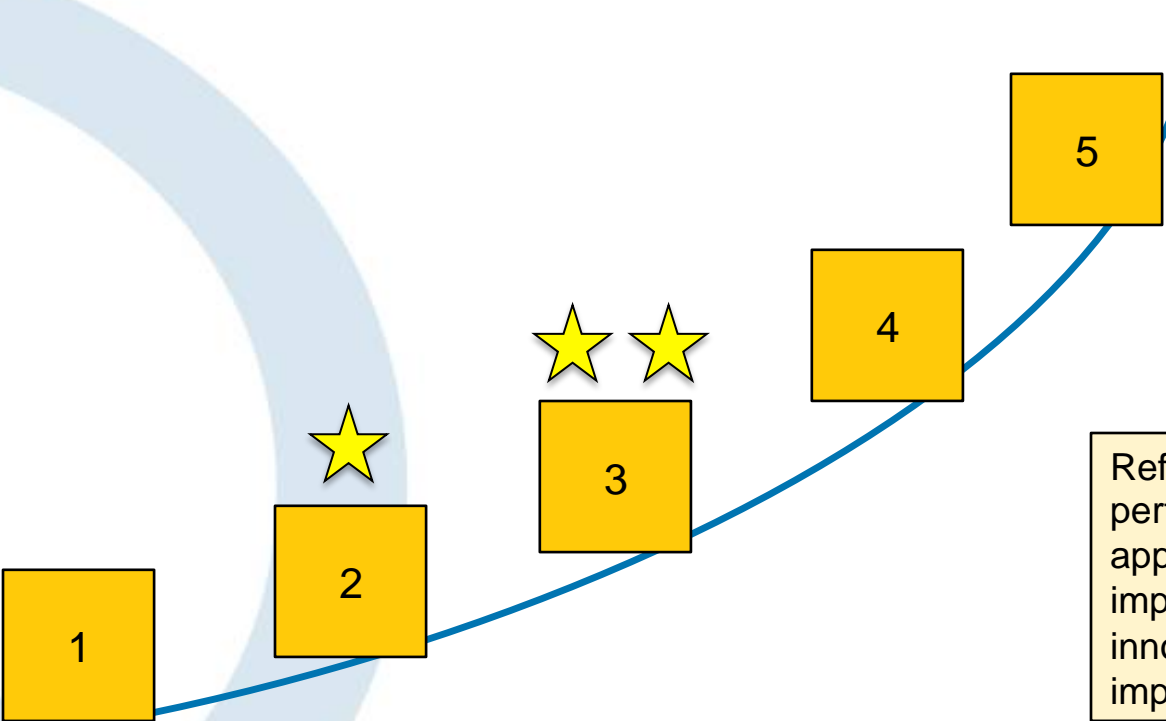
**4. Review**  
Develop procedures in order to achieve the targeted outcomes and/or new objectives. Self-assessment, benchmarking, key stakeholders' conduct discussion and analysis in order to identify procedures for change.

**3. Assessment and Evaluation**  
Design mechanisms for the evaluation of achievements and outcomes by collecting and processing data in order to make informed assessment.



# Implementation

APPROACH & IMPLEMENTATION



Reference text for performance on approach, implementation, innovation and improvement

# Implementation of approaches

5

4

3

2

1

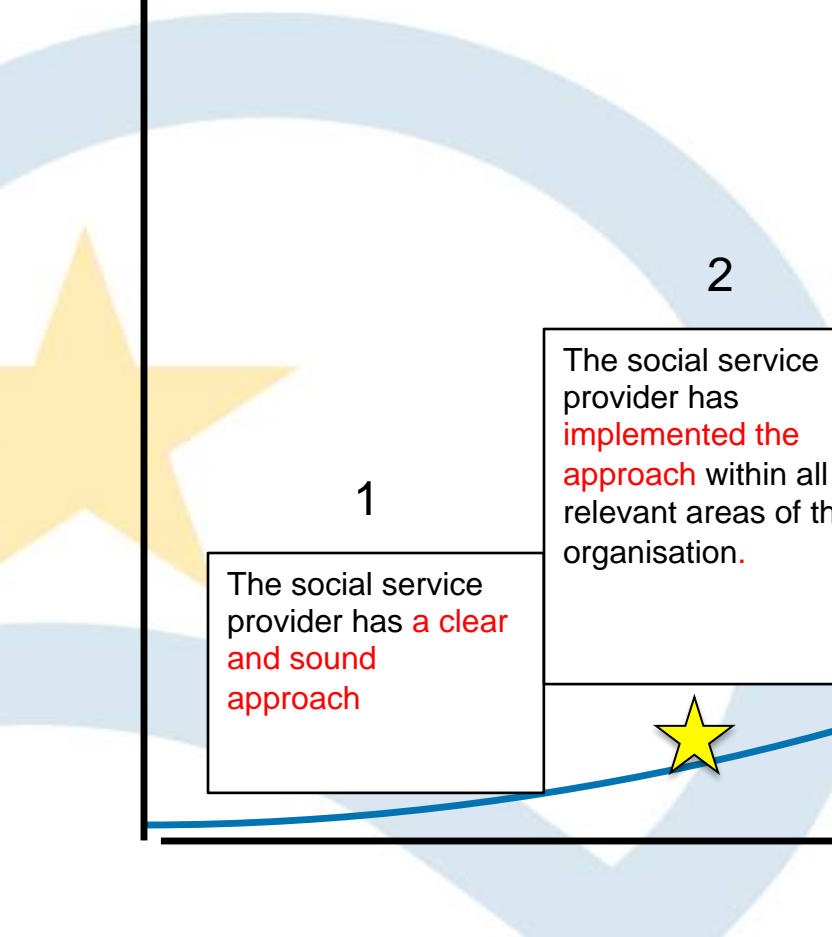
The social service provider has a clear and sound approach

The social service provider has implemented the approach within all relevant areas of the organisation.

The social service provider understands how successfully the approach has been implemented, based on information and data.

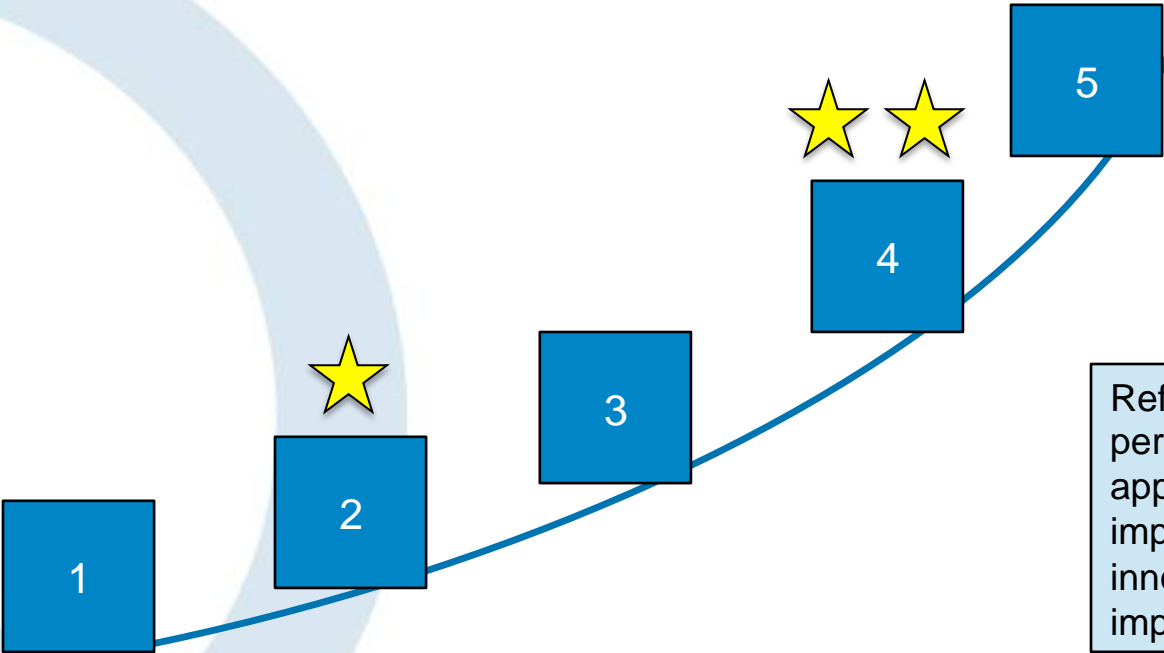
The social service provider initiates learning activities to explore innovative ways of working for improving approaches and implementation within the scope of the criterion.

The organisation implements innovative improvements successfully within the scope of the criteria as result of learning activities.



# Results

RESULTS



Reference text for performance on approach, implementation, innovation and improvement

# Achievements and results

5

4

3

2

1

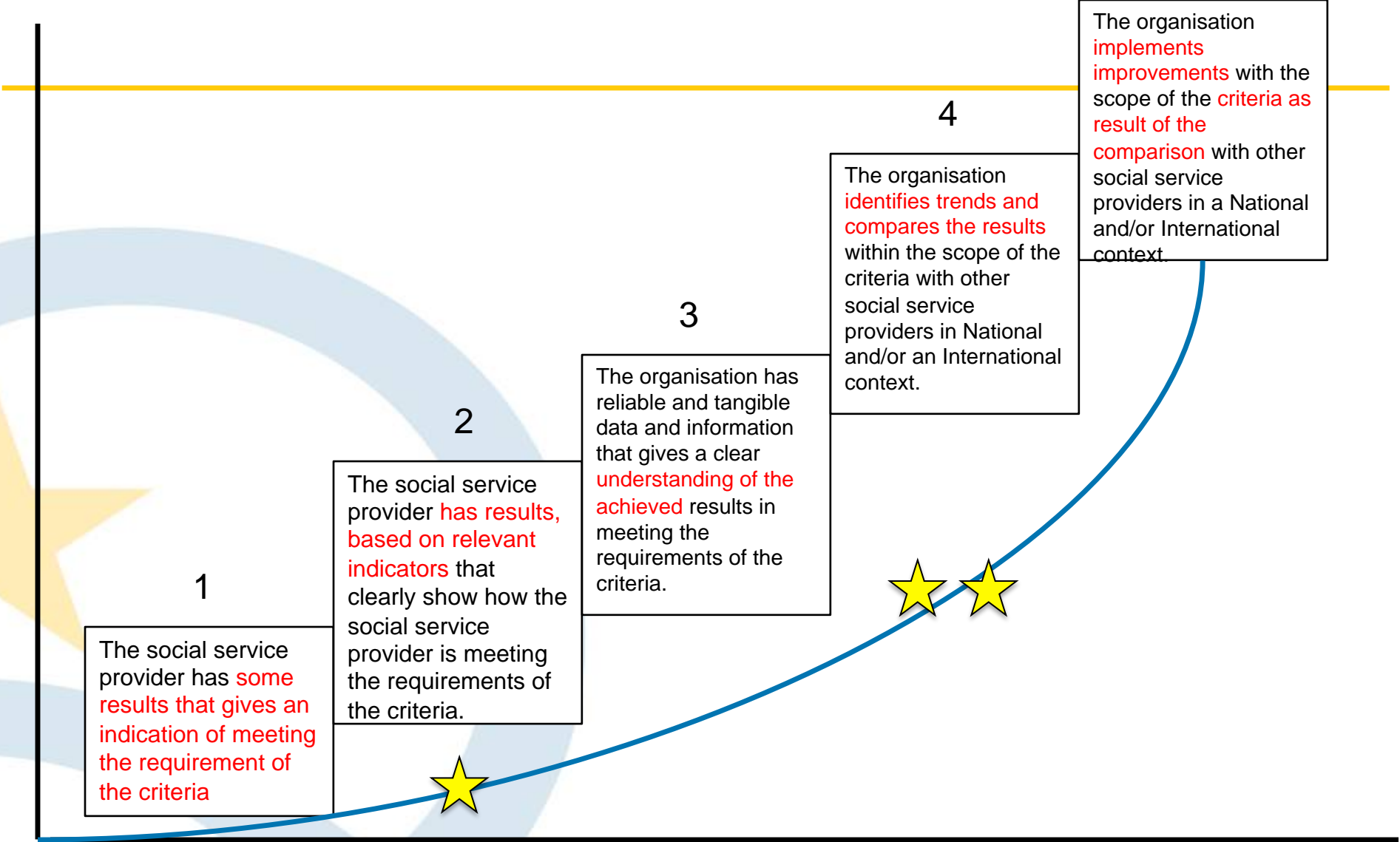
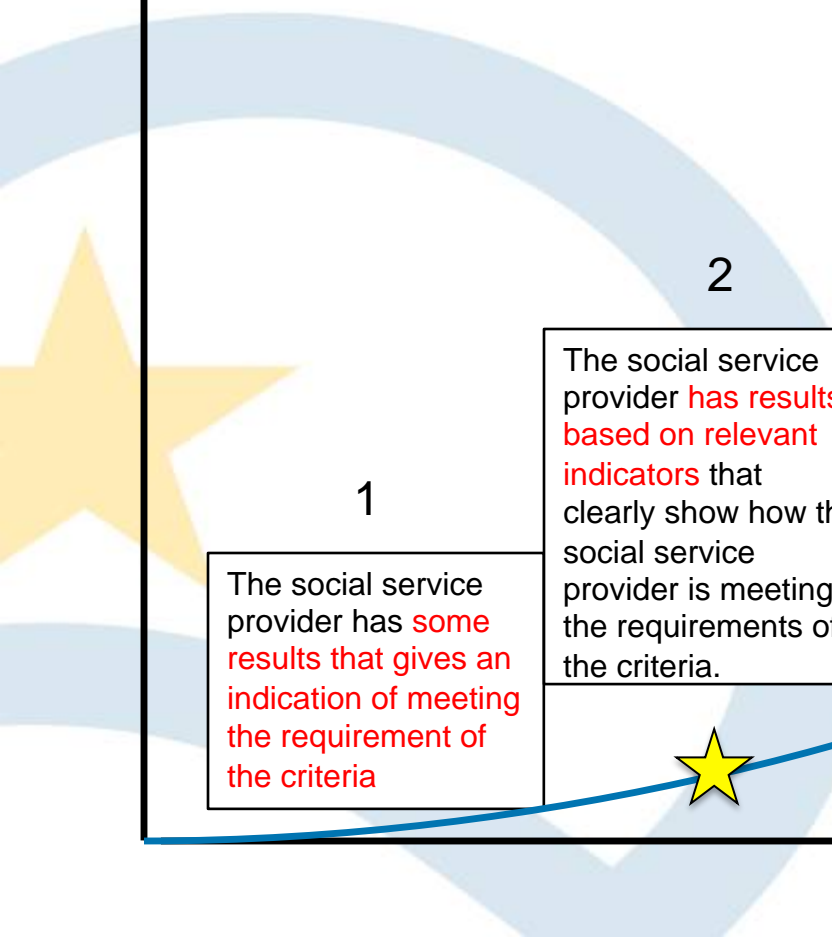
The social service provider has **some results that gives an indication of meeting the requirement of the criteria**

The social service provider **has results, based on relevant indicators** that clearly show how the social service provider is meeting the requirements of the criteria.

The organisation has reliable and tangible data and information that gives a clear **understanding of the achieved results** in meeting the requirements of the criteria.

The organisation **identifies trends and compares the results** within the scope of the criteria with other social service providers in National and/or an International context.

The organisation **implements improvements** with the scope of the **criteria as result of the comparison** with other social service providers in a National and/or International context.



# Results



1. Personal **growth, continuous learning and development** of employees.
2. **Promoting and practicing rights** of person served respected
3. **Benefits organisations' partnerships.**
4. **Involving** persons served in service planning, and evaluation of services.
5. **Empowering** persons served
6. **Improving quality of life** of persons served.
7. **Involving** persons served in their Individual Plans.
8. **Ensuring a continuum of services**
9. **Outcomes and benefits** to person served of the provided services
10. **Satisfaction of persons served** and other relevant **stakeholders.**
11. Business **results are understood** by person serve, staff and other relevant stakeholders
12. **Comparison** of performance, approaches, outcomes and/or activities.



Criteria nr 9: The social service provider implements measures for staff development based on a plan for personal growth, continuous learning and development

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
APPROACH & IMPLEMENTATION	There is a clear approach for staff development. The development plan is based on employee's needs. A review of the plan is carried out on ad-hoc basis.	There is a clear approach for staff development. The development plan is based on employee's needs. <b>Most employees are aware of the content of the plan. All plans are subject to review</b>	There is a clear approach for staff development. The development plan is based on employee's needs. Most employees are aware of the content of the plan. All plans are subject to review. <b>The social service provider understands how successfully the development plan has been implemented.</b>	The social service provider initiates learning activities to explore innovative ways of employees' development, personal growth and continuous learning.	The social service provider has successfully implemented innovative ways employees' development personal growth and continuous learning as result of learning activities.
RESULTS	There are some results that give an indication of results of staff development but information is collected randomly.	The results of employees' development <b>are measured with relevant indicators.</b>	The results of employees' development are measured with relevant indicators. <b>The social service provider understands the achieved results.</b>	The social service provider has identified trends and compares the results of employees' development with other social service providers and/or other organisations in National and/or an International context.	The social service provider has successfully implemented improvements of employees' development as result of the comparison with other social service providers and/or other organisations in National and/or an International context. .

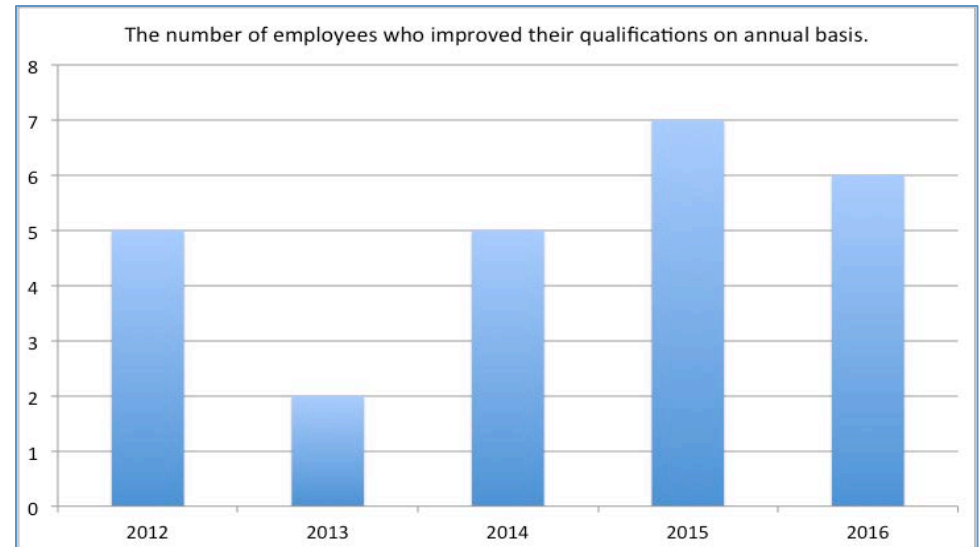
**EXAMPLE**

# Personal Growth, Continuous Learning and Development of Employees.

Criteria 9: The social service provider implements measures for staff development based on a plan for personal growth, continuous learning and development

## Explanation of the results:

*The diagram shows the actual number of employees that have improved their formal qualification (vertical axe) over a period of five years (2012 – 2016) (horizontal axe). Formal qualification is achieved by successful finalising formal professional education and training. The successful achievement is confirmed through a state recognised certificate / diploma. The performance in the year 2013 is mainly caused due to the fact that a number of employees, who have been in the formal training programs, left the organisation. The total number of employees of the organisation is 64.*



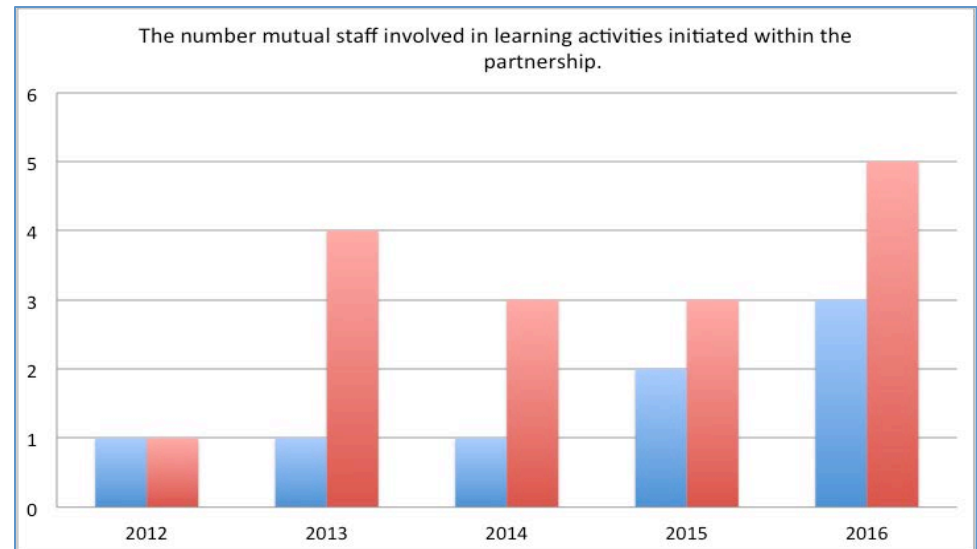
**EXAMPLE**

# Results and Benefist of Organisations' Partnership.

Criteria nr 25: The social service provider evaluates the results and benefits of its partnership for the person served and for the organisation.

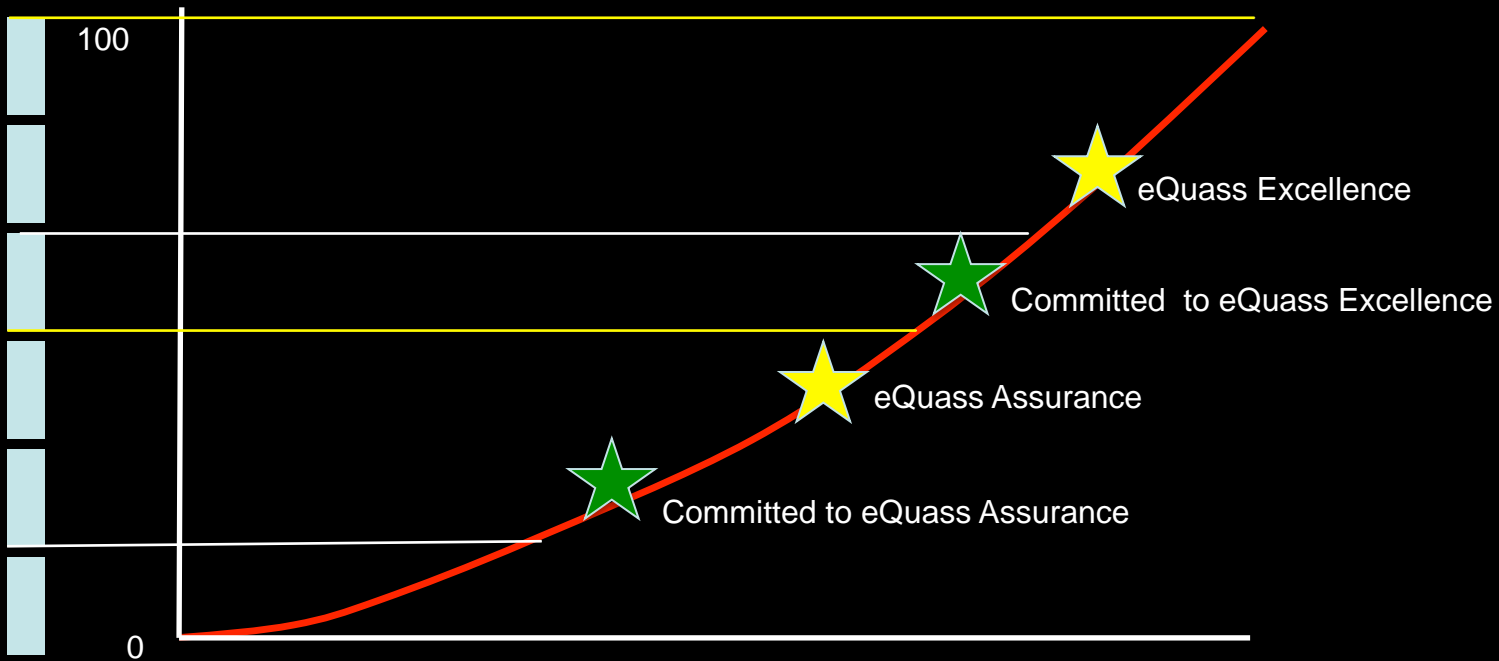
## Explanation of the results:

*The diagram shows the actual persons (vertical axe) that have been participated in common learning events over a period of five years (2012 – 2016) (horizontal axe). The blue bar on the vertical axe expresses the actual number of participants from partner organisations and the red bar on the vertical axe expresses the actual number o participants of the social service provider. The common learning events activities that have been included in the diagram are: formal training events, external seminars, in-house seminars, in house training events and apprenticeships.*

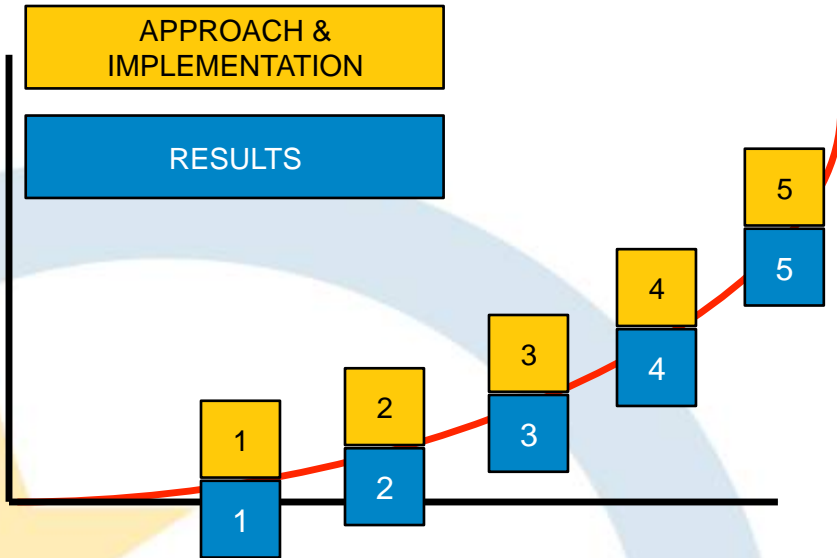


**EXAMPLE**

# Improvement, learning and development



# One system of assessment



Audit / site visit

Year 1



Progress report

Year 2



Progress report

Year 3

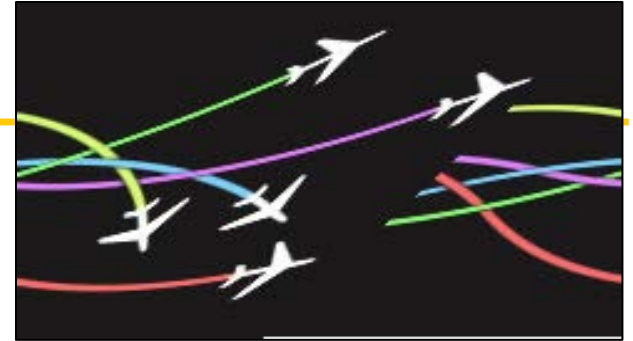


Audit / site visit

Year 4

# Less indicators

## Non-prescriptive



### eQuass 2012

5. The social service provider management establishes, implements an annual service planning and review process.
6. The annual plan includes:
  - a. annual outcomes / targets;
  - b. the activities to be undertaken in achieving the annual targets;
  - c. monitoring of the performance of the organisation in meeting its annual targets;
  - d. time-scales and
  - e. procedures for review and revision.

### eQuass 2018

4. The social service provider defines and implements an annual planning and review process reflecting the organisations objectives and service activities delivered.





# Customer friendly

## On-line Application form

EQUASS ASSURANCE 2018 APPLICATION FORM	
1	Organisation name:
2	Address:
3	Telephone:
4	E-mail:
5	Website address:
6	Chief Executive Officer
7	Number of locations / sites
8	Contact person:
9	Number of persons served
10	Number of Full Time Equivalence (FTE)
11	Number of employees
12	Types of services
13	Experience
14	Scope

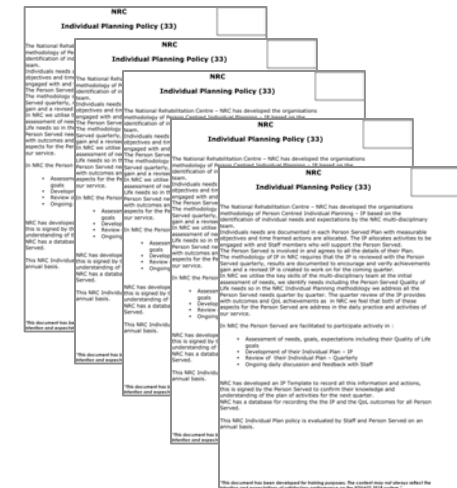
21	<p>Please confirm that you have attached an executive summaries (max 1 A4 for each annex) of:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Organisations' vision, mission and values (annex D)</li> <li><input type="checkbox"/> Organisation's quality policy (annex E)</li> <li><input type="checkbox"/> Organisation's Charter of Rights (annex F)</li> <li><input type="checkbox"/> Organisation's Code of Ethics (annex G)</li> <li><input type="checkbox"/> Organisation's policy and procedures for including persons served in the design, delivery and evaluation of services (annex H)</li> <li><input type="checkbox"/> Organisation's concept of empowerment of persons served (annex I)</li> <li><input type="checkbox"/> Organisation's concept of Quality of Life of persons served (annex J)</li> <li><input type="checkbox"/> Organisation's procedures for involving person served in the design of the individual plan (annex K)</li> <li><input type="checkbox"/> Organisation's system for continuous improvement and learning (annex L)</li> </ul>
22	<p>Please confirm that you have attached an overview of the following results (in annex M):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Results of personal growth, continuous learning and development of employees.</li> <li><input type="checkbox"/> Results of promoting and practicing rights of person served respected in your daily work.</li> <li><input type="checkbox"/> Results and benefits organisations' partnerships.</li> <li><input type="checkbox"/> Results of involving persons served in service planning, delivery and evaluation of services.</li> <li><input type="checkbox"/> Results on empowering persons served</li> <li><input type="checkbox"/> Results of improving quality of life of persons served.</li> <li><input type="checkbox"/> Results of involving persons served in their Individual Plans.</li> <li><input type="checkbox"/> Results of ensuring a continuum of services</li> <li><input type="checkbox"/> Results on outcomes and benefits to person served</li> <li><input type="checkbox"/> Results that show satisfaction of persons served and</li> <li><input type="checkbox"/> Information that business results are understood by relevant stakeholders</li> <li><input type="checkbox"/> Results of comparison of performance, approaches, etc.</li> </ul>

Location 1		
1	Address:	
2	Telephone:	
3	E-mail:	
4	Location manager:	
5	Contact person:	
6	Number of persons served:	Persons served at the date of
7	Number of employees	Employees
8	Types of services	



## Annex: Summaries of Core documents & results



**EXAMPLE**



# Understandable language



## eQuass 2012

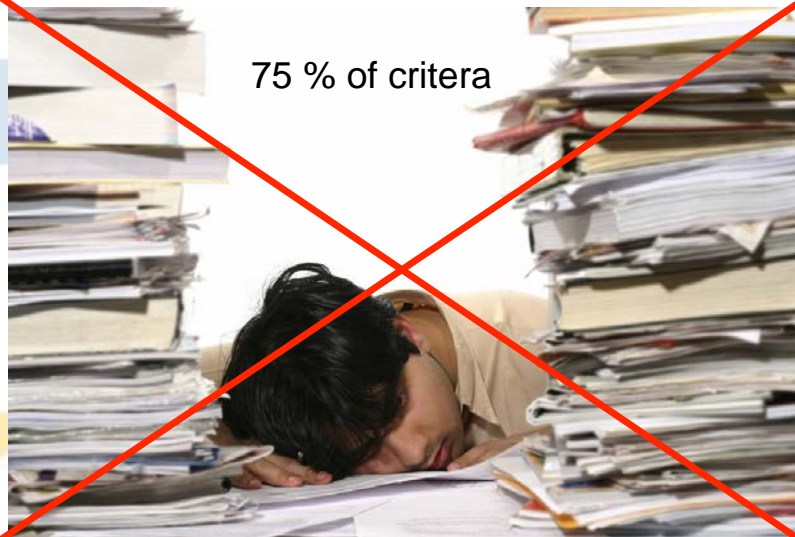
Organisations providing social services demonstrate leadership within the social sector internally by good governance and within the wider community by promoting positive images, challenging low expectations, encouraging best practice, enabling more effective use of resources, inspiring innovation, and aiding the creation a more open and inclusive society. (50)

## eQuass 2018

Social service providers demonstrate governance, leadership and social responsibility. (9) They promote social justice by inclusion into the society. (9) They set ambitious organisation and service goals and encourage best practice.(11) Social service providers are committed to continuous learning and innovation. (10)

**EXAMPLE**

# Reduced Bureacracy



## eQuass Assurance

- A. Application form (on-line)
- B. 45 % of criteria
  - A. 20 documents
  - B. 12 results

## eQuass Excellence

- A. Application form (on-line)
- B. 45 % of criteria
  - A. 20 documents
  - B. 21 results

**EXAMPLE**


# Documentation

---



1. Vision, mission and values
2. Quality policy
3. Annual plan
4. Policy on staff recruitment and staff retention.
5. Plan for staff development and learning
6. Roles and responsibilities of employees
7. Charter of Rights
8. Complaint management system
9. Policy on Ethics and wellbeing for all
10. Code of ethics
11. Health and Safety plan
12. Procedures on prevention
13. Procedures to assure confidentiality, dignity etc.
14. Policy and procedures for inclusion
15. Concept of empowerment.
16. Concept of Quality of Life
17. Individual Plans for persons served
18. Procedures for involving persons served
19. Key service delivery activities
20. Continuous improvement and learning system

# Criteria for EQUASS Assurance certification / recognition



Stages	1	2	3	4	5
Points	2	4	6	8	10

Minimum score:

- Minimum average score per Principe: 04.0 points (clear approach and well implemented)
- Minimum score per criteria: 02.0 points (stage 1)
- Minimum over all score: 40.0 points
- Maximum over all score: 60.0 points
- The following criteria should have a minimum score of 4 points (Stage 2): Leadership: criteria 1 and 2. Staff: criteria 10. Rights: criteria 13 and 15. Ethics: criteria 19, 22, 23 and 24. Participation: criteria 27, 29; Person Centred Approach: 31, 32, 33 and 35. Comprehensiveness: criteria 37. Result orientation: criteria 43. Continuous Improvement: criteria 48.
- Counter balancing between Principles is NOT allowed & between criteria within the Principle is LIMITED

# Criteria for EQUASS Excellence certification / recognition

## Stages

Approach & Implementation

Results

Points

1	2	3	4	5
1	2	3	4	5
2	4	6	8	10

Diagram illustrating the criteria for EQUASS Excellence certification / recognition. The table shows five stages (1-5) for Approach & Implementation, Results, and Points. Stage 3 is highlighted with a green box and two yellow stars. Stage 2 is highlighted with a red box. A blue box highlights the Results for stages 3 and 4, and the Points for stages 3 and 4. A blue box also highlights the overall criteria for Results and Points.

- Minimum average score per Principe: 06.0 points (clear approach, well implemented and understanding the success of implementation)
- Minimum score per criteria: 04.0 points (Stage 2)
- Minimum over all score: 65.0 points
- Maximum over all score: 100.0 points
- The OVERALL scores on RESULTS should have minimum score of 4 points (Stage 2) and an average  $\geq 7.0$  points ( $\geq$  Stage 3)
- Counter balancing between Principles is NOT allowed & between criteria within the Principe is LIMITED

# CONCLUSION

eQuass 2018 is one coherent and consistent system enhancing **Compliance, Improvement, Learning & Development**

eQuass 2018 is more selective on having **clear approaches** (e.g. values, concepts, objectives, policies, systems, procedures and processes)

eQuass 2018 is more focused on how the approaches are **put into practice** (= **Implementation**)

eQuass 2018 will more emphasis to have **relevant results**.

eQuass 2018 is **less demanding on documentation** as proof / evidence of performance.

(Therefore reduced bureaucratic)

# Thank you!

---

[www.equass.be](http://www.equass.be)

