**EQUASS ASSURANCE**

**AUDIT REPORT**

Site visit: 5.-6.12.2013

SA Elva Perekodu

Reelika Väljaru

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1. Information of the social service provider

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| **Name of the social service provider** | **SA Elva Perekodu** |
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| **Name of Auditor:** | **Reelika Väljaru** |
| **Dates of audit:** | **5.-6.12.2013** |
| **Clients:** | Number of person served: 35  As of (date): 01.01.2013 |
| **Staff:** | Number of Full time staff: 23  Number of Part time staff:  Number of Contracted staff:  Number of volunteers: 1 |
| **Services:** | Substitution home service |

1. Audit program

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| **05.12.2013** | **Day 1** |
| **Time** | **Activity** (brief description of planned activity) |
| 9:00-9:10 | Open meeting |
| 9:10-12:00 | Reviewing documentation |
| 12:00-13:00 | Lunch |
| 13:00-14:00 | Interviewing personnel (teachers/caretakers, 2 persons) |
| 14:00-14:30 | Pause |
| 14:30-15:30 | Interviewing personnel (teachers/caretakers, 2 persons) |
| 15:30-16:00 | Pause |
| 16:00-16:45 | Interviewing persons served (3 persons) |
| 16:45-17:00 | Pause |
| 17:00-18:00 | Interviewing persons served (5 persons) |

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| **06.12.2013** | **Day 2** |
| **Time** | **Activity** (brief description of planned activity) |
| 9:00-10:00 | Interviewing social partners (2 persons) |
| 10:00-10:30 | Pause |
| 10:30-11:30 | Interviewing personnel (social worker) |
| 11:30-12:00 | Pause |
| 12:00-13:00 | Lunch |
| 13:00-14:00 | Interviewing social partner (funder) |
| 14:00-14:30 | Pause |
| 14:30-15:30 | Interviewing manager |
| 15:30-16:00 | Pause |
| 16:00-16:30 | Concluding meeting |

Detailed feedback on performance

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| 1. The social service provider defines documents and implements its vision and mission values on service provision. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
| Strengths | Improvement & developments |
| The social service provider defines, documents and implements its vision and mission on service provision clearly and understandably. Vision, mission and corporate values were elaborated by all members of organization. All employees are very well aware about the essence of mission, vision and corporate values and they are guided by them in their everyday work. |  |

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| 2. The social service provider defines, documents, and implements its quality policy by determining long term quality goals, and its commitment to continuous improvement. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider defines its quality principles in Employees Handbook, and has implemented its quality policy by determining long term quality goals, quality objectives, and its commitment to continuous improvement. All staff is aware of these principles. |  |

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| 3. Persons served, family members and service user organisations are able to give feedback on their individual and collective experience of programmes and services. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| Persons served and service user organizations have given feedback on their individual and collective experience of programmes and services and it has taken into account by the social service provider. Majority of proposals have been mutually discussed between parties. | Feedback and opinions from persons served and partners (e.g. suggestions, etc) should be documented more systematically.  Teenusesaajate ja partnerite tagasiside ning arvamused (nt ettepanekud jms) peaksid olema süsteemsemalt dokumenteeritud. |

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| 4. The social service provider informs all stakeholders about the offered programmes and services available. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider informs its stakeholders about programmes, procedures, events and services available through several channels (e.g. webpage, Facebook, meetings, etc). |  |

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| 5. The social service provider management establishes and documents an annual planning and review process. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The management of the social service provider has established and documented an annual planning and review process (in Employees Manual).  The creation of annual development plan has taken place according to the process, all employees are clearly aware of the process. | Since the process of creating annual development plan is recently created and only one annual development plan has been created according to it, the management should review and assess the process at some point (preferably also on regular basis).  Kuna aastaplaani koostamise protsess on alles väga uus ning selle järgi on koostatud vaid üks aastaplaan, tuleks protsess mingi aja järel uuesti üle vaadata ja hinnata. |

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| 6. The plan includes:   * + annual outcomes / targets   + the activities to be undertaken in achieving the annual targets   + monitoring of the performance of the organisation in meeting its annual targets   + time-scales and procedures for review and revision. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The annual plan includes: annual outcomes / targets, the activities to be undertaken in achieving the annual targets, monitoring of the performance of the social service provider in meeting its annual targets, time-scales and procedures for review and revision.  All employees have been involved in the creation of annual development plan. | While creating the annual plan, more input and opinions from partners should be involved.  Aastaplaani koostamisse tuleks rohkem kaasata ka partnerite arvamust ja sisendit. |

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| 7. The social service provider demonstrates organisation’s suc­cess in satisfying the needs and expectations of the society. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider satisfies successfully the needs and expectations of the society. This was clearly expressed by all interviewed partners (e.g. local government, schools etc), persons served and employees. |  |

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| 8. The social service provider demonstrates organisation’s social responsibility through activities contributing to the society. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider acts in a socially responsible way. The organization can demonstrate many thank-you letters to prove its social accountability, as well as a number of local level written articles in which its active assistance in social activities is remarked. Organizational behaviour in socially responsible way was also confirmed by all interviewed partners. |  |

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| 9. The social service provider has a staff recruitment and retention policy that promotes the selection of qualified personnel based on required knowledge, skills and competences. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has a staff recruitment and retention policy that promotes the selection of qualified personnel based on required knowledge, skills and competences.  All interviewed employees were aware of the principles. |  |

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| 10. The social service provider operates in compliance with mandatory national legislation, providing appropriate working conditions, adequate and agreed staff level and staff ratio, and appropriate rewarding for staff and volunteers. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program | |
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| Strengths | Improvement & developments |
| The social service provider has provided appropriate working conditions and evaluated them in several times. The social service provider also has sufficient number of staff.  The social service provider has reviewed and updated its promotion procedure. All interviewed employees were aware and satisfied of the procedure. | There should be more precise specifications in documents about how often the social service provider evaluates the working conditions of management, staff and volunteers.  Luua dokumentatsioonis täpsemad selgitused, kui tihti viib teenuse pakkuja läbi juhtkonna, töötajate ja vabatahtlike töötingimuste hindamist. |

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| 11. The social service provider trains all staff based on a plan for learning and development and evaluates the effectiveness of the training. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider trains all staff based on their individual and organisational needs. Effectiveness of trainings is evaluated during different meetings between management and staff and more systematically during appraisal interviews once a year. The social service provider has clear overview about what kind of training and when all the members of staff have obtained. |  |

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| 12. The social service provider applies requirements for competence in the identified roles and functions of staff and evaluates them on annual basis. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has identified specific requirements for competencies and functions of staff and evaluates these competences annually during the appraisal interviews. | The social service provider should document the information that staff job descriptions are reviewed annually.  Teenuse pakkuja peaks kirjalikult fikseerima (dokumenteerima) töötajate ametijuhendite iga-aastase ülevaatamise reegli. |

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| 13. The social service provider recognises the staff as a resource for feedback on organisational performance, service development and staff development | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has the necessary policy to collect feedback from staff and documents to prove the action. | The social service provider should collect the feedback from the staff in more coherent, regular and systematic way. Also the link between staff feedback and the improvement actions should be made more clear and documented.  Teenuse pakkuja peaks koguma töötajatelt tagasisidet regulaarsemalt ja süsteemsemalt. Lisaks peaks selgemalt (sh dokumenteeritult) olema kajastatud töötajate tagasiside ja parendustegevuste omavaheline seos. |

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| 14. The social service provider has mechanisms in place to enhance satisfaction and motivation of staff | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider collects feedback from staff and uses this to enhance their satisfaction and motivation. During the interviews the satisfaction with the possibility to give feedback and also the management proactive way to ask it was several times mentioned by the members of staff. The staff was also satisfied with management actions to try to meet the expectations and suggestions wherever possible. | Social service provider should consider adding the staff satisfaction metric and its expected result(s) to its development plan and/or annual plan.  Teenuse pakkuja võiks kaaluda personali rahulolu mõõdiku ja selle oodatava(te) sihtväärtus(te) lisamist asutuse arengukavasse ja/või aastaplaani. |
| 15. The social service provider assures the rights of persons served outlined in a Charter of Rights which is based on the EU Charter of Fundamental Rights, the European Convention for the Protection of Human Rights and Fundamental Freedoms of the Council of Europe and other international human rights conventions, especially those elaborated under the United Nations. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has implemented the charter of rights (and duties) of the persons served. The charter of rights is composed in compliance to the international human rights conventions. The rights were documented in cooperation with persons served. All interviewed staff members were aware of the rights. |  |

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| 16. The social service provider informs the person served about his/her rights and duties especially to equal treatment on grounds of age, disability, gender, race, religion or belief and sexual orientation before receiving the services. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider informs the persons served about their rights and duties. The social service provider not only asks all persons served to sign the document of rights and duties, but also discusses the principles with them. All interviewed persons served and members of staff were aware of the principles. |  |

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| 17. The social service provider has accessible complaint management system which registers feedback on performance from persons served, purchasers and other relevant stakeholders. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has a proper, accessible and transparent complaint management system. During the interviews nobody from persons served, staff and partners had any suggestions of improvements to the system. All interviewees were satisfied of the manner their suggestions were dealt so far. |  |

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| 18. The social service provider respects the fundamental right to self-determination of the person served. They freely determine their political status and freely pursue their economic, social and cultural development. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider respects the fundamental right to self-determination of the persons served. The social service provider has the respective documented rules. Actions of the social service provider in accordance of the procedure were confirmed by the persons served during the interviews. |  |

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| 19. The social service provider facilitates the person served in choosing and having access to advocates and/or supporting persons. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social served provider informs the persons served how to access advocates and/or supporting persons. |  |

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| 20. The social service provider defines and documents its policy on ethics that respects and assures the dignity of the persons served, protects them from undue risk and promotes social justice | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has a clear policy on ethics that respects and assures the dignity of the persons served, protects them from undue risk and promotes social justice. All staff members interviewed were aware the policy and its principles. The principles of policy on ethics are also a part of the staff job descriptions. |  |

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| 21. The social service provider operates mechanisms which prevent the physical, mental and financial abuse of users. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has mechanisms which prevent the physical, mental and financial abuse of persons served. All interviewed staff members were aware of these mechanisms and the preventive actions are part of their everyday work. |  |

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| 22. The social service provider provides services in a safe system of working within a safe environment to ensure the physical security of persons served, their families and caretakers. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has documented health and safety plan for each of its service locations. The service provider has also a risk evaluation done by the external body. | Working environment risk evaluation should be stated a fixed periodicity.  Töökeskkonna riskihindamise läbiviimisele võiks määrata kindla regulaarsuse. |

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| 23. The social service provider defines, documents, monitors and evaluates a set of principles, values and procedures that govern behaviour in service delivery containing aspects of confidentiality, accuracy, privacy and integrity. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has defined principles, values and procedures to assure and govern behaviour in service delivery. All interviewed members of staff were aware about these principles and values. | Although the staff is aware of the principles of ethics policy and principles of service delivery, the social service provider should train them and/or discuss with them more systematically about these subjects (ethics, confidentiality, integrity, privacy) to ensure that all concepts and terminology is understood in same way.  Olgugi, et töötajad on teadlikud eetika poliitika ja teenuse pakkumise põhimõtetest, peaks teenuse pakkuja oma töötajaid nendel teemadel (eetika, konfidentsiaalsus, ausameelsus, privaatsus) süsteemselt koolitama ja/või korraldama nt siseseminare veendumaks, et kõik mõisted ja terminoloogia oleksid ühtemoodi mõistetud. |

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| 24. The social service provider defines, documents, monitors and evaluates procedures for assuring confidentiality of data regarding the persons served and the service provided to them. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has documented policy and procedures of confidentiality including the rules of accessing and processing personal data. All interviewed staff members and persons served were aware of the principles. | Although data confidentiality is assured and evaluated the social service provider should review its confidentiality policy in more systematic and coherent way, involving persons served and staff.  Sotsiaalteenuse pakkuja peaks süsteemsemalt ja selgemalt analüüsima ja üle vaatama oma konfidentsiaalsuspoliitikat ja seda tagavaid protseduure, kaasates teenuse saajaid ja personali. |

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| 25. The social service provider defines the roles and responsibilities, authorities and the interrelation of all personnel who manage, design, deliver, support and evaluate the service provision to person served. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has defined the roles and responsibilities of the management and the personnel who is directly involved with service delivery to the persons served. |  |

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| 26. The social service provider works in partnership with other organisations in the provision of services. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider works in partnership with other organisations (e.g. local governments, funding agencies, schools, nursery schools, other organizations providing social services etc) in the provision of services.  The service provider everyday work is mostly done in partnership and is therefore very essential. Effective partnerships were clearly demonstrated during interviews with partners (incl. funding agency). Addition to the different documentation, service provider directivity to proactive partnership was confirmed by all interviewees. | Suggestions and agreements of the partners should be more clearly and systematically documented.  Partnerite poolt tehtud ettepanekud ja nendega kokkulepitud tegevused tuleks selgemalt ja süsteemsemalt dokumenteerida. |

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| 27. The social service provider works in partnership with persons served, purchasers and other stakeholders in the development of services. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider involves actively persons served and other stakeholders in assessment of needs and development of services. The active involvement in service delivery and design process was confirmed by all persons served and stakeholders who were interviewed. |  |

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| 28. The social service provider includes persons served as active participants in planning and have set up appraisal made up of on-going of an on-going structured dialogue process in the management of the service, including the definition of the needs, the definition of the services, as well as of the evaluation of quality. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider includes persons served as active participants in planning and evaluating the service. Every person served have an individual development plan that is reviewed, analysed and updated annually jointly with their representatives and other parties involved to ensure that the service meets as much as possible the needs of persons served.  The social service provider has set up a specific meeting-system to ensure that all the needs and suggestions of persons served will reach the management – the different family homes are keeping the daily diaries where all daily events (including suggestions of persons served etc) will be written down. In addition to that, once a month all family homes held a meeting to discuss the suggestions and needs of the persons served. These meetings will be followed with the family homes and the management meeting where the results will be reviewed and discussed.  The active involvement in service design was confirmed in all interviews with persons served and their representatives. |  |

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| 29. The social service provider institutes an annual evaluation of participation of persons served both on individual and/or group basis. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has confirmed the annual evaluation of participation of persons served as one of the most important principle of the service in its annual development plan. | Since the social service provider has been operating for only one year, an assessment is made only once. The assessment should continue to be carried out and the results to be recorded.  Kuna tegemist on organisatsiooniga, mis on tegutsenud vaid aasta, on hindamist tehtud vaid ühel korral. Hindamist tuleks ka edaspidi läbi viia ja selle tulemused fikseerida. |

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| 30. The social service provider operates specific instruments for users to improve their personal empowerment and personal situation and. that of their community | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has the specific policy and procedures in place to improve the empowerment of persons served. The principles were well known to the personnel and the implementation of the measures was also confirmed by all interviewed persons served. |  |

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| 31. The social service provider operates specific mechanisms for establishing an empowering environment. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has identified measures for creating an empowering environment in the organisation. | Although the members of staff is aware of the principles, organizational policy and actions of empowerment, the social service provider should train them and/or discuss with them more systematically about the concept to ensure furthermore that every part will understand it in the same way.  Kuigi töötajad teavad organisatsiooni lähenemist jõustamisele ja jõustamise olemust, tuleks nendega süsteemsemalt rääkida jõustamise mõistest ja seda mõistet (igapäevaselt) rohkem kasutada, et veelgi enam kindlustada, et kõik osapooled jõustamise olemust ja selle rolli teenuse pakkumisel läbivalt ja jätkuvalt ühtmoodi mõistaksid. |

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| 32. The social service provider selects programmes which are based on a needs assessment at the location which is most convenient for the person served, family and care takers | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider selects programmes which are based on a needs assessment at the location which is most convenient for the person served, family and caretakers. The main principle of the location is to ensure that the biological family of the person served will not live very far from the location of service provider. |  |

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| 33. The social service provider offers programmes consistent with the identified needs of its customers and objectives for the programme. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider offers programmes consistent with the identified needs of its customers and objectives for the programme. The needs and expectations are agreed during the process of composition and evaluation of individual development plans. Also the persons served have the opportunity to express their needs, expectations and improvement proposals on daily-basis. | One central document should be created to congregate proposals and individual plan reviews conclusions of persons served – it would make improvements to the programmes/services more transparent.  Klientide poolt tehtud ettepanekud ja individuaalsete plaanide ülevaatamise kokkuvõtted võiks koondada ühte kokkuvõtvasse dokumenti – see muudaks nende alusel tehtavad muudatused programmidesse/teenustesse läbipaistvamaks. |

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| 34. The social service provider operates individual processes that are driven by the needs of the person served. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider operates with individual processes that are driven by the needs of the person served. Every person served has his/her individual development plan. The individual plans are discussed, evaluated and developed by social service provider, every individual person served and stakeholders concerned on strictly annual basis. |  |

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| 35. The social service provider documents the planning of services based on the identification of individual needs and expectations of persons served in an Individual Plan. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider identifies and documents the needs and expectations of the persons served in their individual development plans. Individual development plans contain targets, approaches/methods and expected results and they are signed by all persons concerned (the social service provider, person served, his/her representative, etc). All persons served, personnel and partners interviewed were very familiar with the process and did confirm that the process is truly functioning in reality as written in procedures. |  |

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| 36. The social service provider identifies, documents, and maintains the key service delivery processes to the persons served in line with its vision, mission statement and quality policy. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider identifies, documents and maintains the key service delivery processes in line with its vision, mission and quality policy. | Although service provider have all the necessary processes and procedures prepared and approved, these procedures and documentation should be better and on sound principles be systematized, that all necessary operational documents would easily and under same system be found from one place and hierarchy between them would be clear.  Kuigi teenuse pakkujal on kõik vajalikud protsessid ja protseduurid koostatud ja kinnitatud tuleks nimetatud protseduurid ja dokumentatsioon paremini ja kindlatele põhimõtetele toetudes süstematiseerida, et kõik tööks vajalikud dokumendid oleksid kergesti ja ühe süsteemi alusel ühest kohast leitavad ja et oleks selge ka nendevaheline hierarhia. |

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| 37. The social service provider reviews this delivery process and maintains control over the delivery of the service. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider reviews the delivery process and maintains control over the delivery of the service. The social service provider has internal audit principles and procedure. |  |

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| 38. The social service provider ensures that the person served can access a continuum of services that span from early intervention to support and respond to changing requirements over time. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider ensures that the persons served can access a continuum of services. | Although a continuum of services is assured and monitored, the social service provider should explain more the meaning of the concept to the persons served in a way more understandable for them.  Kuigi katkematu teenuste ahel on tagatud ja järelvalvatud, peaks teenuse pakkuja rohkem selgitama katkematu teenuste ahela sisu ja mõistet teenuse saajatele neile arusaadaval moel. |

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| 39. The social service provider develops a seamless continuum of services and reduces barriers in a multi-disciplinary or multi-agency setting. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider develops a seamless continuum of services and reduces barriers in a multi-disciplinary and multi-agency setting. Seamless continuum of services and multi-disciplinary approach are evaluated on annual basis during the evaluation of each individual development plan. |  |

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| 40. The social service provider operates services from a holistic approach based on the needs and expectations of the person served with the aim of improving the quality of life for the person served. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The services provided by the social service provider are based on holistic approach. The needs and expectations of the person served are taken into account in order to improve their quality of life. The quality of life is defined by each person served during the discussion and evaluation of each individual development plan. | Although the service provider assures that the needs and wishes of persons served are taken into account while determining and agreeing their life quality, staff should be more systematically talked about the meaning of the concept of quality of life and to use the concept (daily) more frequently to ensure even better that all parties equally understand the nature of life quality and its role in service delivery.  Kuigi teenuse osutaja tagab, et klientide elukvaliteedi määratlemisel ja kokkuleppimisel võetakse arvesse ka klientide vajadused ja soovid, tuleks personaliga süsteemsemalt rääkida elukvaliteedi mõistest ja seda mõistet (igapäevaselt) rohkem kasutada, kindlustamaks veelgi enam, et kõik osapooled elukvaliteedi olemust ja selle rolli teenuse pakkumisel läbivalt ja jätkuvalt ühtmoodi mõistaksid. |

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| 41. The social service provider identifies the needed competences, skills and support for staff to enhance the quality of life for person served. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider identifies the needed competences, skills and support for staff to enhance the quality of life for person served. The respective skills and competencies are analysed and monitored on annual basis during the appraisal interviews with staff members. |  |

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| 42. The social service provider identifies its business results and provides formal periodic and independent review and procedures to achieve the targeted results. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider identifies its business results and provides periodic review and procedures to achieve the results. | Since it is a young organization (one year in business in its current form) the service provider has not yet prepared its first annual report on strategic objectives, including the annual plan implementation. However the organization has short annual reports for earlier periods when operated on other form. Consequently, great emphasis must be put on clear, transparent and strategic measurement reporting preparation and formalization of achieving the objectives. It should also be tried to use more qualitative metrics in addition to quantitative metrics in performance evaluation. Quantitative analysis often helps to better identify trends and assess the achievement of the objectives.  Kuna tegemist on noore organisatsiooniga (praeguses vormis tegutsenud 1 aasta), ei ole teenuse pakkuja veel jõudnud koostada oma esimest aastaaruannet strateegiliste eesmärkide, sh aastaplaani, täitmise kohta. Organisatsioonil on olemas lühikesed aastaaruanded varasema perioodi kohta kui tegutseti teistel alustel ja vormis. Sellest tulenevalt tuleb edaspidiselt kindlasti suurt rõhku panna selge, läbipaistva ja strateegiliste (sh aastaplaani) eesmärkide saavutamist mõõtva aruandluse koostamisele ja vormistamisele. Samuti tuleks püüda tegevuse hindamisel kasutada lisaks kvalitatiivsetele mõõdikutele ka senisest enam kvantitatiivseid mõõdikuid. Kvantitatiivne analüüs aitab sageli paremini tuvastada trende ja hinnata eesmärkide saavutamist. |

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| 43. The social service provider identifies and registers the outcomes and benefits for person served of the receive services on individual and collective basis. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider identifies and registers the outcomes and benefits for person served of the receive services on individual and collective basis. The social service provider evaluates the achieved results of the objectives of each individual development plan. | The social service provider should implement the system where the results of the provided services for the persons served are more systematically documented. More quantitative metrics should also be tried to use in addition to qualitative metrics in service assessment.  Teenuse pakkuja peaks senisest süsteemsemalt ja ülevaatlikumalt dokumenteerima teenuste pakkumise tulemused. Samuti tuleks püüda teenuste hindamisel kasutada lisaks kvalitatiivsetele mõõdikutele ka senisest enam kvantitatiivseid mõõdikuid. |

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| 44. The social service provider evaluates its business results in order to determine best value for purchasers and funders (*‘best value’* can also be expressed in relation to the increased quality of life offered to the person being served). | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider evaluates its business results in order to determine best value for persons served and funders. The goals of best value for persons served and funders are determined in annual development plan. The feedback to services is collected from persons served and funders. | Although the cooperation between persons served, partners, funders and other interested parties in service design and improvement is very intense, and interviewed partners and other interested parties were very satisfied with service provider’s performance and results, it is required for service provider to improve its reporting system transparency and clarity. Since it is a young organization the service provider has not yet reached to implement systematic and objective long-term trends measuring reporting system.  Kuigi teenuse saajate-, partnerite, rahastajate ja teiste huvipooltega tehakse teenuste kujundamisel ja parendamisel väga tihedat koostööd ja intervjueeritud partnerid ja huvipooled on teenuse pakkuja tegevuse ja tulemustega väga rahul, vajab teenuse pakkuja aruandlussüsteemi läbipaistvus ja selgus parendamist. Kuna tegemist on noore organisatsiooniga, ei ole teenuse pakkuja veel jõudnud rakendada süsteemset ja eesmärkide saavutamise pikaajalisi trende mõõtvat aruandlussüsteemi. |

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| 45. The social service provider evaluates the individual and collective satisfaction of persons served and other stakeholders by internal and/or external evaluation. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider evaluates the satisfaction of persons served and other stakeholders by internal and external evaluation. | While both persons served and partners are asked to give regular feedback, the feedback should be documented on the same system and link created between feedback and strategic planning (incl. creation of the next year’s plan). Thus, satisfaction surveys of persons served and partners should be conducted on the basis of a clear repetition cycle with fixed regularity.  Kuigi nii teenuse saajatelt kui partneritelt küsitakse ja saadakse regulaarselt tagasisidet, tuleks saadud tagasiside ühe süsteemi alusel dokumenteerida ja tekitada selge seos tagasiside ja strateegilise planeerimise (sh järgmise aasta plaani koostamise) vahel. Nii teenuse saajate kui partnerite rahulolu-uuringuid tuleks läbi viia selge kordustsükli alusel ning selle regulaarsus fikseerida. |

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| 46. The social service provider provides accessible and easily understandable records on outcome, including personal perception and achievements | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider reports the outcomes to stakeholders in understandable form and language. The social service provider also asks feedback to the report from stakeholders. | Although the partners and interested parties are satisfied with the services and results informing, the annual report should be communicated to them more proactively and systematically. It is also worth considering to communicate persons served satisfaction survey results in a documented form to interested parties.  Kuigi partnerid ja huvipooled on teenuste pakkumise ja tulemustest informeerimisega rahul, tuleks aastaaruannet neile kommunikeerida senisest proaktiivsemalt ja süsteemsemalt. Samuti tasuks kaaluda teenuse saajate rahulolu-uuringu tulemuste dokumenteeritud vormis kommunikeerimist asjassepuutuvatele huvipooltele. |

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| 47. The social service provider actively disseminates organisation performance among its staff, service users and external stakeholders. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider actively disseminates organisation performance among the staff, persons served and external stakeholders. | Since it is a young organization, the strategic planning and reporting system cycle is still not repeatedly passed. Therefore, proactive communication to all interested parties of organization results should be ensured to continue.  Kuna tegemist on noore organisatsiooniga, on strateegilise planeerimise ja aruandluse süsteemi tsükkel veel täies mahus/korduvalt läbimata. Seega tuleb ka edaspidiselt tagada organisatsiooni tulemuste proaktiivne kommunikeerimine kõikidele huvipooltele. |

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| 48. The social service provider has a standard procedure for continuous improvement on the basis of an improvement cycle. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider has a standard and in practice applied procedure for continuous, cyclic improvement. The results of quality improvement projects are documented. | Although the service provider implements continuous improvement cycle, the improvement system cyclical nature/standard should be more clearly documented.  Kuigi teenuse osutaja rakendab pideva parendamise tsüklit, tuleks parendussüsteemi tsükliline iseloom/standard selgemalt dokumenteerida. |

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| 49. The social service provider identifies performance indicators for measuring the results of the improvement actions. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider identifies indicators to measure the results of the improvement actions. |  |

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| 50. The service provider introduces and manages innovative ways of working that have been identified based on the needs of stakeholders. | |
| Remark from the auditor:  The services of the social service providers meet this criteria of the EQUASS Assurance certification program. | |
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| Strengths | Improvement & developments |
| The social service provider collects information about the needs of stakeholders and on the basis of it works out and implements innovative ways of working. New, innovative ways of working were clearly expressed in the interviews. |  |

1. **Agreed additional development / improvements**

The applicant decided on the following improvement actions and/or additional development for the period of two years:

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|  | **Short description of the actions**  **(including SMART objectives)** |
| **1** | The systematization of quality system documentation: grouping of all operational procedures and instructions together according to EQUASS Assurance model into so-called quality manual. The manual is given to every family home and office.  Deadline: end of January in 2014.  Kvaliteedisüsteemi dokumentatsiooni süstematiseerimine: kõiki tööd reguleerivaid kordi ja juhendeid koondava nn kvaliteedikäsiraamatu koostamine EQUASS valdkondade lõikes. Käsiraamat antakse igasse peremajja ja kontorisse.  Tähtaeg: jaanuari lõpp 2014. |
| **2** | Further development of clear and regular strategic objectives reporting system: continued compilation of implementation report of the annual development plan and its presentation (in addition to web site) internally and to partners.  Deadline: regularly every year in January.  Selge ja regulaarse strateegiliste eesmärkide aruandlussüsteemi edasiarendamine: aastaplaani täitmise aruande järjepidev koostamine ja tutvustamine nii asutuse siseselt kui partneritele (lisaks kodulehel).  Tähtaeg: regulaarselt iga aasta jaanuaris. |
| **3** | The usage of more quantitative metrics in strategic planning, including in the preparation of annual development plan: the planning of 2014 activities and setting goals should be fixed if possible with numerical indicators.  Deadline: every year in January with annual plan approval.  Kvantitatiivsemate mõõdikute kasutamine strateegilise planeerimise, sh aastaplaani koostamise juures: 2014. aasta tegevusi planeerides ja eesmärke püstitades võimalusel numbriliste näitajate fikseerimine.  Tähtaeg: aastaplaani kinnitamisel iga aasta jaanuaris. |
| **4** | More proactive involvement of partners/funders in the development of institution's strategic objectives, including the compilation of the annual plan: submission of the annual plan for comments to county government, local authorities, foundation council and other key partners prior to the approval.  Deadline: regularly every year before the approval of annual plan.  Partnerite/rahastaja proaktiivsem kaasamine asutuse strateegiliste eesmärkide, sh aastaplaani koostamisse: aastaplaani esitamine kommenteerimiseks enne kinnitamist maavalitsusele, kohalikele omavalitsustele, SA nõukogule ja teistele olulistele partneritele.  Tähtaeg: regulaarselt igal aastal enne aastaplaani kinnitamist. |
| **5** | Performing personnel training / internal seminars to better implement principles fixed in the quality system documentation and to understand terms in the same way: 1) review of key concepts / disciplines (e.g. enforcement, confidentiality, quality of life, ethics) while compiling training plan for 2014, and if necessary performing internal training. 2) Review of key concepts / disciplines at the meetings. Negotiating the specific definitions in each of the family heads education (1 per month), after what the information is given by the family heads in the home meetings to other caretakers/teachers.  Deadline: December 2014.  Kvaliteedisüsteemi dokumentides fikseeritud põhimõtete paremaks ellu rakendamiseks ja selleks, et kogu personal teatud termineid ühtmoodi mõistaks, personali koolitamise/siseseminaride korraldamine: 1) koolitusplaani aastaks 2014 koostamisel olulisimate mõistete/valdkondade (nt jõustamine, konfidentsiaalsus, elukvaliteet, eetika) üle vaatamine ja vajadusel koolituste korraldamine. 2) Asutuse koosolekutel olulisimate mõistete/valdkondade üle vaatamine. Igal perevanemate koolitusel (1 kord kuus) konkreetsete mõistete üle rääkimine, misjärel antakse info perevanemate poolt edasi majakoosolekutel teistele kasvatusalatöötajatele.  Tähtaeg: detsember 2014. |
| **6** | Further development of the employees, partners and persons served satisfaction survey system:  1) Carrying out employee feedback / satisfaction survey regularly once in 2 years, compilation and implementation of improvement actions plan on the basis of the results, if necessary.  2) Collection of partners’ feedback once a year, measuring also the results change in time, creation and implementation of improvement actions plan on the basis of the results if necessary.  3) Collecting feedback from the persons served at least once a year, creation and implementation of improvement actions plan on the basis of the results if necessary. In 2014 launching the so-called Children's Council meeting (informal governance body) - the representatives elected from each of the family house, meetings will be held once in quarter.  Töötajate, partnerite ja teenuse saajate rahulolu-uuringute süsteemi edasiarendamine:  1) Töötajate tagasiside/rahulolu-uuringu läbiviimine 1 kord 2 aasta järel, tulemuste alusel vajadusel parendustegevuste plaani koostamine ja ellu viimine.  2) Partnerite tagasiside kogumine 1 kord aastas, hinnates lisaks tulemuste muutumist ajas, tulemuste alusel vajadusel parendustegevuste plaani koostamine ja ellu viimine.  3) Teenuse saajatelt vähemalt 1 kord aastas tagasiside küsimine, tulemuste alusel vajadusel parendustegevuste plaani koostamine ja ellu viimine. 2014. aastal nn laste nõukogu kokku kutsumine (mitteformaalne juhtimisorgan) - esindajad valitakse igast peremajast, koos hakatakse käima 1 kord kvartalis. |

1. **Closing remarks**

SA Elva Perekodu has made considerable efforts to implement the principles of EQUASS Assurance System. The organization has prepared, approved and in many cases also reviewed all the relevant operational documents and rules. Thereby is the fact worthy of recognition, that they are largely negotiated by both staff and persons served. Persons served are asked substantial amount of feedback and comments on service design and the organization is making significant proactive efforts to respond to the expectations and desires of all interested parties. The fact that the organization stands good for the persons served enforcement, quality of life, involvement, continuous improvement and other EQUASS Assurance basic principles emerged clearly and throughout all of the interviews both with persons served, partners, funders and employees. All parties expressed great satisfaction with the previous activities and aspirations of the organization. Particularly good and clear results have been achieved with the enforcement of persons served. The organization has a clear annual plan and implemented systematic and regular information meetings system.

Major keywords for improvement in next years are increasing clarity, transparency, coherence and consistency of the system and its different parts. Attention should certainly be paid to the further development of clear and regular reporting system of strategic objectives and systemization of quality system documentation. Partners should be more proactively involved in the creation of institution's strategic documents (including annual development plan) and the feedback system of employees, partners and persons served should find its regularity and develop further.

Social service providers demonstrated through documentation and interviews that the EQUASS Assurance Indicators are met.

I thank all the members of staff and management for the kind cooperation and substantial openness!

SA Elva Perekodu on teinud tähelepanuväärseid pingutusi rakendamaks ja juurutamaks oma asutuses EQUASS Assurance süsteemi põhimõtteid. Organisatsioonil on koostatud, kinnitatud ja paljudel juhtudel ka üle vaadatud kõik olulisemad töökorralduslikud reeglid ja dokumendid. Sealjuures on tunnustust vääriv asjaolu, et need on suurel määral läbi räägitud nii personali kui teenuse saajatega. Teenuse saajatelt küsitakse teenuste ülesehituse kohta väga palju arvamust ja tagasisidet ning organisatsioon teeb märkimisväärseid proaktiivseid pingutusi, et kõigi huvipoolte ootustele ja soovidele vastata. Fakt, et organisatsioon seisab hea teenuse saajate jõustamise, elukvaliteedi tõstmise, kaasamise, pideva parendamise jm EQUASS Assurance põhiprintsiipide eest ilmnes selgelt ja läbivalt kõikidest intervjuudest nii teenuse saajate, partnerite, rahastaja kui töötajatega. Kõik osapooled väljendasid suurt rahulolu organisatsiooni senise tegevuse ja püüdlustega. Eriti häid ja selgeid tulemusi on saavutatud teenuse saajate jõustamisel. Organisatsioonil on selge aastaplaan ja juurutatud ning toimiv regulaarne ja süsteemne infokoosolekute süsteem.

Peamised parendusmärksõnad lähiaastateks on süsteemi ja selle erinevate osade selguse, läbipaistvuse, sidususe ja järjepidevuse suurendamine. Kindlasti tuleks tähelepanu pöörata selge ja regulaarse strateegiliste eesmärkide aruandlussüsteemi edasisele kujundamisele ja kvaliteedisüsteemi dokumentatsiooni süstematiseerimisele. Samuti tuleks proaktiivsemalt kaasata partnereid asutuse strateegiliste dokumentide (sh aastaplaani) koostamisse ning arendada edasi töötajatelt, partneritelt ja teenuse saajatelt tagasiside küsimise süsteemi ja selle regulaarsust.

Sotsiaalteenuse pakkuja demonstreeris läbi dokumentatsiooni ja intervjuude, et EQUASS Assurance indikaatorid on asutuses täidetud.

Tänan kogu asutuse personali ja juhtkonda koostöövalmiduse ja märkimisväärse avatuse eest!

*Elva, 15.12.2013*

*Reelika Väljaru*