



## ISO 9001 – Quality Management

# CASE STUDY CAPABILITY SCOTLAND

### Summary

#### Needs

- To improve customer satisfaction levels
- To improve internal efficiency
- To increase consistency
- To have independent auditing

### Benefits

- Demonstrates commitment to continual improvement and focus on quality
- Illustrates high degree of competency
- Boosts morale amongst staff striving to achieve the same objectives
- Increases confidence amongst managers as audit reporting highlights achievement and makes constructive comment on areas for improvement

### Background

Capability Scotland began life in 1946 when a group of committed parents and professionals set up an organisation to support and educate people with cerebral palsy.

Capability's focus has now broadened to include disabled people with a wide variety of impairments and of all ages. The organisation works with disabled people, their families and carers across Scotland. Its mission is to be a major ally in supporting disabled people to achieve equality and have choice and control in their lives. Capability Scotland provides a range of modern, flexible services to disabled people in areas including



employment, education, accommodation, respite and independent living. It is also a campaigning organisation, committed to ensuring disabled people achieve the same human and civil rights as the rest of society. Capability is proud of its commitment to quality and continual improvement. Achieving ISO 9001 is one way of communicating this exemplary attitude to those both internally and externally to the organisation.

## Customer Needs

The organisation operates in an environment governed by extensive statutory and regulatory standards that demands a robust quality system that can be independently evaluated. Capability sought a customer-focused standard aimed at customer satisfaction - from service users to contractual purchasers.

With such a diverse range of services including community living, day and residential services, employment, respite and short breaks, therapy, education and learning, family support and activities, it was essential for Capability to ensure it had an effective system in place. This system drives consistency in practices and robust processes, supporting the risk management aspects of the organisation.

## Challenges

Capability's services are widely dispersed across Scotland and when the initial "gap analysis" was performed by the retained consultant one of the key findings was that many local practices had evolved in place of consistent operating procedures.

When issues and problems were encountered in carrying out routine service

operations, in many cases actions were taken on a local basis to address the problem. However, senior management were not confident that any systemic problems were being resolved and preventive measures taken to prevent occurrence.

The volume of documentation in both hard-copy and electronic medium was significant, including the myriad of external documents needed to comply with the regulatory and statutory requirements. Capability has found that using the ISO 9001 standard and the process based approach has led to many benefits and solutions to these problems. Implementing the quality management system has also help improve efficiency and reduce duplication within local services.'

Many key performance indicators (KPIs) such as measuring SVQ qualifications of staff, accidents and incidents, and customer feedback are now routinely reported and tracked as part of the management review process and continual improvement objectives.

## Benefits

Staff who may have been wary of an ongoing internal audit can now see the benefits of ISO 9001. Issues raised within the organisation are now identified, reported and resolved more quickly. The management system and newly implemented intranet system have led to an increased sense of unity across the organisation's numerous sites.

The intranet provides a portal for improved access to information and system documentation. It has proved to be one of the most popular outcomes of establishing the QMS.

Capability has also seen significant gains from the introduction of the internal audit process, a key ingredient of the ISO 9001 system. It is staffed by trained employees and has resulted in the development of staff and services. The audit reporting identifies good practice which can be shared throughout the organisation.

Following certification Capability intends to simplify and improve the documentation, training and awareness across all areas of the organisation. ISO 9001 was the catalyst and the adoption of the formal QMS provides the basis of recording the results in order that continual improvements can be made.

## BSI's Role

BSI was chosen as the certification body because of its excellent reputation, experience and internationally recognised status. The role of the BSI assessors was to look at Capability's provision of established and personalised care, education, health and employment services to people with a broad range of disabilities at multiple sites across Scotland. They also reviewed the effectiveness of the organisation's internal audit program.

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