

Enabling Environments Quality Improvement Process



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CONTENTS

1	What are Enabling Environments?	5
2	The Enabling Environments Journey	5
3	The Enabling Environments Standards	6
4	Joining the Enabling Environments Project.....	7
5	Membership Options.....	7
6	Support and Resources	7
7	The Enabling Environments Quality Improvement Process	8
	Stage 1: Self-Assessment and Action Plan.....	9
	Stage 2: Development and Quality Improvement	9
	Stage 3: Building a Portfolio of Evidence	9
	Stage 4: Questionnaire Completion	10
	Stage 5: Submission of Pre-Assessment Report	11
	Stage 6: Portfolio and Service Assessment Visit	11
	Stage 7: Quality Assurance	12
	Stage 8: Award Panel Meeting	13
	Stage 9: Maintaining the Award	14
8	Expected Timescales for completion of the EE Journey	16
9	Confidentiality and Data Protection	16
	Appendix 1: The Enabling Environments Standards	17
	Enabling Environments Standards 2019	17
	The Enabling Environment Standards	21
	Appendix 2: Enabling Environments Journey: Terms of Membership	27
	Appendix 3: The Enabling Environments Journey	30
	Appendix 4: Definitions of the Enabling Environments Certificates	31
	Appendix 5: Appeals Process.....	32
	Appendix 6: Pause Button Process	33
	Appendix 7: Cancellation Policy	35

1 What are Enabling Environments?

- 1.1 An Enabling Environment is a place where people can develop, grow and flourish. Enabling Environments can be found in all walks of life. They are places where people live, work or come together for a specific purpose. They can be work places, schools and colleges, hospital wards, prisons, day care units, care homes, children's homes, supported accommodation or neighbourhoods, etc.

2 The Enabling Environments Journey

The Enabling Environments Journey is a standards-based quality improvement process which aims to support the development of healthy social environments and promote the value of relationships in improving overall effectiveness and positive outcomes for everyone involved.

Becoming a member of the Enabling Environments process provides an opportunity to explore specific elements that form the basis of a healthy social environment and provides the tools by which this can be measured and improved.

- 2.1 The Enabling Environments Journey is valuable because it:
- Supports members to create and sustain healthy social environments benefitting both providers and recipients of the service
 - Provides recognition by the Royal College of Psychiatrists of achievement and good practice
 - Allows potential employees, service users/customers and members of the public to identify good quality services
 - Provides evidence of quality assurance to potential customers, commissioners and external stakeholders
 - Ensures ongoing focus on quality improvement and maintenance through staged reporting and networking with others
 - Provides a structured opportunity for service user input in service development
- 2.2 To achieve the Enabling Environments Award members will demonstrate how they have implemented quality improvement processes to meet the Enabling Environments standards. Assessment will include evidence from a portfolio, questionnaires and an assessment visit. Members will;
- Complete a self-assessment and implement their own quality improvement action plan
 - Compile a portfolio of evidence demonstrating the way in which the Enabling Environment standards (see appendix 1) are being met
 - Submit a representative number of satisfactorily completed questionnaires

- Host a one-day Enabling Environments assessment visit
 - Demonstrate how the Enabling Environments Journey has impacted the service
 - Successfully meet all ten of the Enabling Environments standards
- 2.3 The Enabling Environments Award is granted by the Enabling Environments Award Panel (see the 'Therapeutic Communities and Enabling Environments Accreditation Panel Committee Constitution' for more information about the panel) on behalf of the Royal College of Psychiatrists' Centre for Quality Improvement.
- 2.4 The Enabling Environments Award is valid for three years subject to the member satisfactorily completing the required 12 month and 24 month interim reporting and remaining a paid member of the Enabling Environments project.

3 The Enabling Environments Standards

- 3.1 The Enabling Environments standards apply to a wide range of environments; from those providing health and social care, to criminal justice settings and education. They also apply to workplace settings and leisure facilities such as offices and gyms.
- 3.2 The generic nature of the intended audience makes it difficult to find appropriate terminology to which everyone can relate. The terms 'recipient' and 'provider' are used to differentiate between those people who receive a service (recipient), such as a customer, client, patient, prisoner, pupil, etc., and those who provide it (provider) such as staff, workforce, nurses, teachers and officers, etc.
- 3.3 Ten simple standards break down the critical elements of a healthy social environment. Each standard is further broken down into criteria which highlight specific activities or elements that are likely to be seen in an environment that meets the standard. Unless otherwise stated, standards and criteria apply equally to recipients and providers. For further information see the Enabling Environments Standards (appendix 1).
- 3.4 In order to gain the Enabling Environments Award, members need to demonstrate that they meet all the standards. Standards are met by providing evidence from questionnaires, the portfolio and the assessment visit for each criterion in relation to both recipients and providers (unless otherwise stated).

4 Joining the Enabling Environments Project

- 4.1 Process for joining the Enabling Environments project
- The service completes an application form either online through the website (www.enablingenvironments.com), as a word document submitted to the project team by email, or in paper form.
 - The project team will process the application, raise an invoice for the first period of membership and send out a Service Data form for completion by the member service.
 - The service pays the invoice and completes and returns the Service Data form
 - The membership welcome pack will be sent out by post and in email form to the contacts on the application form.
- 4.2 Initial Service Data
The Service Data sheet includes data about both the recipients and providers in the service. All members will be asked to complete the same generic data questions as well as a set of sector specific questions. The Service Data sheet must be submitted as part of the joining process before a membership pack will be issued.
- 4.3 Access to training and other events or Enabling Environment project support will not be available until the Service Data sheet has been received by the project team.
- 4.4 Services must be fully paid members in order to receive an assessment visit, to receive and to retain their certificate or award, and to be eligible for partial reassessment (by submitting evidence for unmet standards only) following the granting of a Certificate of Achievement.
- 4.5 Services must remain fully paid members throughout the course of the three-year award.

5 Membership Options

- 5.1 Two membership options are available: Associate Membership and Full Membership
- Associate membership is paid up front for a one-year period. This does not include assessment.
 - Full membership can either be paid for as a one year rolling contract or a three year up front contract at a discounted rate.
- 5.2 See the terms of membership in appendix 2 for further details on all membership terms and conditions.

6 Support and Resources

- 6.1 Support and resources included in the membership fee:
- Membership pack including the EE Handbook 2019

- Workshops and training days (restricted to two places per year for associate members)
 - Telephone support and guidance
 - Access to the EE Email forum
 - Telephone Clinics with experienced assessors
 - Portfolio templates and written guidance
 - The opportunity to send a recipient or provider on the Assessment Visit of another member
- 6.2 Other support available (charged in addition to the standard membership fee)
- Bespoke training
 - Consultancy/coaching
 - Developmental visits
- 6.3 Further information on resources and downloadable items can be found on the Enabling Environments website: www.enablingenvironments.com.

7 The Enabling Environments Quality Improvement Process

- 7.1 The Enabling Environments Journey is a developmental process that involves self-assessment, implementing a quality improvement plan, gathering evidence and external assessment to demonstrate that the standards are met (see image in appendix 3).

Stage 1: Self-assessment and Action Plan

Stage 2: Development and quality improvement

Stage 3: Building a portfolio of evidence

Stage 4: Questionnaire completion

Stage 5: Submission of Pre-Assessment Report

Stage 6: Portfolio and service assessment visit

Stage 7: Report preparation and quality assurance

Stage 8: Award Panel meeting

Stage 9: Maintaining the Award: progress reporting

- 7.2 Comprehensive guidance and advice for members wishing to use the process is detailed in the Enabling Environments Handbook 2019. The following information is intended as an overview of the Enabling Environments process.

Stage 1: Self-Assessment and Action Plan

- 7.3 Members are advised to read the guidance in the Enabling Environments Handbook 2019 carefully before starting the Self-Assessment process and to contact the Enabling Environments team if they have any questions.
- 7.4 The Self-Assessment template is included in the EE membership pack. Members complete this independently and use it to inform their quality improvement planning. The self-assessment does not need to be submitted but can be included portfolio of evidence.
- 7.5 The self-assessment process is useful for:
- Introducing all recipients and providers to the Enabling Environments Journey process
 - Establishing a joint perspective on how recipients and providers rate the service in relation to the standards and criteria
 - Identifying areas of achievement and areas for development prior to building a portfolio of evidence
 - Formulating an action plan to address areas for development
 - Identifying where alternative or supplementary criteria could be included.
 - Clarifying the definition of the environment.

Stage 2: Development and Quality Improvement

- 7.6 Members complete an action plan based on the completed Self-Assessment and address any areas that have been identified for improvement.
- 7.7 If members require any further support at this stage they should contact the Enabling Environments team for advice and guidance (see Support and Resources in section 6 above).
- 7.8 To support their quality improvement members can access training, clinics, the discussion forum and meet other members in the network as a Visitor on assessment visits.
- 7.9 During this stage members will document the discussions and changes that result from the action plan. This will be useful evidence for the portfolio during Stage 3.

Stage 3: Building a Portfolio of Evidence

- 7.10 Members build a portfolio of evidence according to the guidelines and templates provided in the EE Membership Pack and the EE Handbook 2019. The purpose of the portfolio is to demonstrate the way in which the standards are embedded in the day to day life of the service. It is advisable

to attend a Portfolio-Building training workshop for support at the beginning of this process. It is important that everyone is involved in building the portfolio – providers and recipients. The portfolio is a key part of the assessment process and should reflect the whole service by including a diverse range of evidence. It will include several items of evidence for each of the criteria and show the impact of the quality improvement process.

- 7.11 Once the portfolio is nearing completion and the member has completed a first draft of all the portfolio templates they should contact the Enabling Environments team to arrange a date for the assessment visit. Three months' notice is required.

Stage 4: Questionnaire Completion

- 7.12 Members are required to complete a set of questionnaires prior to assessment. Questionnaires are provided by the Enabling Environments team on request.

- 7.13 Questionnaires must be completed and returned no later than four weeks before the assessment date and will remain valid for six months.

- 7.14 Audience

- All current providers directly line-managed by the service should have the opportunity to complete the questionnaire.
- All current recipients of the service should be asked to complete a questionnaire. If recipients are unable to complete the questionnaires, carers can complete them on their behalf. This should be clearly indicated on the questionnaires.

- 7.15 When requesting questionnaires members are required to provide the total number of current recipients and directly line-managed providers within the service *at the time of completing the questionnaires*. This may be different to the full operational numbers if there are provider or recipient vacancies. The number given will be used to calculate the percentage of questionnaires returned (see below).

- 7.16 To ensure the quantity of questionnaire evidence is representative, members are encouraged to achieve as high a return rate as possible. As a minimum we would expect a return rate of 60% for current directly line-managed providers and 50% for current recipients. Many members achieve return rates of above 80%.

- 7.17 Return rates of less than 40% for either providers or recipients will indicate a lack of engagement in the EE Journey and this is very likely to influence the outcome of the assessment. The questionnaire evidence will be considered weak if the return rate is less than 40%. (If there are mitigating circumstances the EE project team should be made aware when the questionnaires are requested, and detail should be included in the portfolio).

Stage 5: Submission of Pre-Assessment Report

7.18 Process for submission of the pre-assessment report

1. The assessment visit date is confirmed by the Enabling Environments project team
2. The completed portfolio is checked by the member, using the pre-assessment check list (see the Enabling Environments Handbook 2019).
3. The member chooses five pieces of evidence to include in the pre-assessment report following the guidelines in the Enabling Environment Handbook 2019, Stage 5: Pre-Assessment Report.
4. The member compiles the required information from their portfolio, along with their chosen evidence, to create their Pre-Assessment Report.
5. The completed Pre-Assessment Report must be submitted to the Enabling Environments team by the member at least four weeks prior to the assessment date. If the necessary information is not received four weeks in advance of the visit date this will limit the preparation time for the assessment team and therefore impact the assessment process. In exceptional circumstances the project reserves the right to cancel the assessment visit due to lack of, or late submission of, the Pre-Assessment Report.
6. The Pre-Assessment Report (along with the data from questionnaire responses) will be sent to the nominated assessors. The assessment team will use this information to prepare for the assessment visit.

Stage 6: Portfolio and Service Assessment Visit

7.19 The assessment visit is dependent on the member providing:

- A set of completed questionnaires from providers and from recipients.
- A completed Pre-Assessment report submitted at least four weeks in advance of the visit date
- Any additional information or data as required by the EE project team

7.20 The aims of the visit are for the assessment team to:

- Observe and experience the environment
- Discuss with the member any queries arising from the questionnaires and Pre-Assessment Report
- Meet with recipients and providers to hear their experiences of the environment first-hand
- Sample and assess the evidence in the portfolio
- Provide feedback on areas of achievement
- Make suggestions for ongoing quality improvement
- Discuss the members' experience of the Enabling Environments Journey
- Answer any questions the member has

- Gather information for a detailed report about the way the member meets the criteria and standards.
- Explain the next steps to the member

7.21 Quoracy

All assessment visits are conducted by an assessment team – a minimum of two people, one of which will be a trained Lead Assessor. (See the Enabling Environments Assessment Strategy).

7.22 Cancellation of an Assessment visit

Due to the complexity and cost of arranging an EE Assessment visit it is not possible to rearrange visits once booked. Visits cancelled by the member can be re-booked with the required 3 months' notice as long as this is possible within the member's current membership period. The project team will only cancel a visit under exceptional circumstances or in response to circumstances outside of their control. Visits cancelled by the project team may be re-booked with less than three months' notice if this is practical. Full terms of cancellation can be found in the Cancellation Policy (appendix 7).

Stage 7: Quality Assurance

7.23 The assessment team will produce a Report detailing the achievements and suggested further developments for the member. It will include supportive and constructive ideas for improvement regardless of whether the standard is currently met. The report will be intended for use as a tool for the continuous development of the service.

7.24 A number of quality assurance measures are in place to ensure that correct procedures are followed and that decisions recorded in the report are reasonable and consistent (See the Enabling Environments Assessment Strategy). These are undertaken prior to the report being submitted to the Award Panel and include:

- All available members of the assessment team will be consulted on the finished report. An additional experienced Lead Assessor may also be consulted on and contribute to the completion of the report.
- The finished report will be sent to the member to correct any inaccuracies prior to submission to the Enabling Environments Award Panel
- Members meeting five or more standards, where the report shows the weakness was primarily in the portfolio evidence only, can also submit a list of additional evidence in support of any unmet standards. This will be passed to the Evidence Review Team for review before being presented to the Award Panel and may therefore cause a delay in the decision process.

Stage 8: Award Panel Meeting

- 7.25 The final report is submitted to the Enabling Environments Award Panel for a formal decision regarding the outcome.
- 7.26 **Enabling Environments Report:** Where a member has been assessed as meeting fewer than seven standards, and the panel is satisfied that the correct assessment process has been followed, the member is sent a report highlighting their achievements and offering supportive ideas for further development.
- 7.27 **Certificate of Achievement:** Where a member has been assessed as meeting seven or more standards but fewer than 10 standards, and the Panel is satisfied that the correct assessment process has been followed, the member is given an Enabling Environments Certificate of Achievement. (See appendix 4 for terms)
- 7.28 **Award Certificate:** Where the member has been assessed as meeting all 10 standards, and the Panel is satisfied that the correct assessment process has been followed, the Enabling Environments Award is made. (See appendix 4 for terms)
- 7.29 Members are notified of the Enabling Environment Award Panel's decision within two weeks, usually by email in the first instance.

Members will then receive:

- For the Enabling Environments Report:
 - Letter of congratulations
 - Assessment Report
- For the Certificate of Achievement:
 - Letter of congratulations
 - An invitation to implement quality improvement processes for a partial re-submission, including evidence for the unmet standards, within 9 months of the Award Panel decision
 - Certificate of Achievement
 - Assessment Report
- For the Enabling Environments Award:
 - Letter of congratulations
 - Information on the conditions for maintaining the Enabling Environments Award
 - Information sheets 'Maintaining – The Pause Button Process' and 'Maintaining – Interim Reports'
 - An Award Certificate

- The Enabling Environments logo to use for marketing and publicity
- 7.30 Members receiving either the Certificate of Achievement or the Award Certificate have 14 days to notify the Enabling Environments team of any factual discrepancies in their certificates.
- 7.31 The Enabling Environments website will be updated to show the members which have been granted the Enabling Environments Award or the Certificate of Achievement.
- 7.32 Appeals: If a member does not agree with the outcome of the assessment or the decision of the Enabling Environments Award Panel, they may appeal within eight weeks of the Award Panel decision. More information on the appeals procedure is available in appendix 5: 'Appeals Process'.

Stage 9: Maintaining the Award

- 7.33 To successfully retain the Award for the three-year period, Award-holders must remain fully paid members of the Enabling Environments programme for the duration of the Award period.

They must also:

- Nominate, within six months, one member of their service to be trained as an Enabling Environments assessor and to undertake two assessment visits to other members' services per year as an Enabling Environments assessor
 - Notify the Enabling Environments team of any significant changes to practice that may affect their ability to meet the Enabling Environments standards within 3 months of them occurring.
 - Demonstrate through 12 and 24 month interim reports that the service continues to meet the standards. A progress report may also be requested at any time during the Award by the project.
- 7.34 If at any point an Award-holder is unable to demonstrate that the environment continues to meet the standards, the Pause Button process will be implemented. The Pause Button (see appendix 6) will also be offered if a member themselves has concerns that they are not continuing to meet all the standards.
- 7.35 In order to maintain continuity of the Enabling Environments Award at the end of the three-year period, the member service must have undertaken a new assessment visit (including production of a new portfolio and set of questionnaires) before the expiry date of their current Award. The new Award will run three years from the expiry date of the original Award. Members are encouraged, through the 24 Month Interim report, to undertake a new self-assessment process two years from the date of their Award to ensure quality improvement processes are strong. They should

arrange for the date of re-assessment to be no less than four months prior to the expiry date of their original Award.

7.36 Interim Reporting

- There are two Interim Reports required during the maintenance of the Award.
 - **12 Month Interim Report**, this is to be submitted 12 months after the award date and includes notification of any major changes, an updated service data sheet and information on quality improvement activity undertaken, or planned, by the member, including that which addresses the development suggestions in the Award Report.
 - **24 Month Interim Report**, this is to be submitted 24 months after the award date and includes notification of any major changes, an updated service data sheet and a self-assessment review of the service against the standards. This self-review then forms the start of the members' process of renewing the award at 36 months.
- **Assessment of Interim Reports**
Interim Reports are assessed by the Evidence Review Team (see also the Evidence Review Team Terms of Reference) under the following process:
 - If the Evidence Review team are satisfied with the report it is signed off and returned to the member.
 - If the Evidence Review Team requires clarification or further information they may contact the member directly before making a decision.
 - If the Evidence Review Team have concerns about the report, or, after seeking further clarification, are not satisfied with the report, they will refer the report to the Award Panel for consideration. The Award Panel will then have the option starting the Pause Button process or, in extreme circumstances (e.g. safeguarding concerns or health and safety issues, etc.), removing the award.

8 Expected Timescales for completion of the EE Journey

Full member services will follow their own timescale of work towards the EE Standards and will need to determine when their own service is ready for assessment. The project team will be pleased to advise if members have any questions. Our guidelines for the provision of Assessment visits are as follows:

- 8.1 Members should not undergo an assessment during the first six months of their first membership contract as they will usually require at least this much time for their quality improvement and to prepare adequately.
- 8.2 Members holding a one-year membership should book their assessment visit during month 8 of their membership, or before, to ensure the visit can occur during their membership. Membership will need to be renewed for a Certificate of Achievement or Award Certificate to be issued.
- 8.3 Members holding a three-year membership are expected to undergo an assessment visit in the first two years of membership. This should be once they have completed the quality improvement stage and feel their service is ready for assessment. If the member does not achieve the award in their first assessment they are entitled to a second assessment within the three years of membership.
- 8.4 Three months' notice is required for all assessment visits

9 Confidentiality and Data Protection

- 9.1 Members are responsible for ensuring that any information they provide during their assessment process is compliant with their own organisation's confidentiality and data protection policies.
- 9.2 The Enabling Environments Project reserves the right to contact regulatory and professional bodies if issues affecting safety, rights and dignity are identified.
- 9.3 Collated, anonymous, data from the process may be published in research papers, publications and National Reports.

Appendix 1: The Enabling Environments Standards

A revised set of Standards has been published alongside this updated Process Document entitled *Enabling Environments Standards 2019*, replacing *The Enabling Environments Standards*. Both versions of the standards will be available to services being assessed during 2019 and so both versions are included here for information. From 31st December 2019 services will no longer be able to use *The Enabling Environment Standards* and the new version will be the only version available.

Enabling Environments Standards 2019

BELONGING	
1	The nature and quality of relationships are of primary importance
1.1	Recipients and Providers actively support newcomers to interact with others
1.2	There are opportunities for Recipients and Providers to get to know each other
1.3	There are ways to mark people leaving
1.4	The organisation supports everyone to build good relationships

BOUNDARIES	
2	There are expectations of behaviour and processes to maintain and review them
2.1	Everyone can describe the expectations and how they are maintained
2.2	There is a consistent approach to implementing these expectations
2.3	There is a process to review expectations which includes Recipients and Providers

COMMUNICATION	
3	Everyone is supported to communicate in ways that enable them to be listened to and heard
3.1	Everyone is supported to communicate effectively
3.2	There are opportunities for Recipients and Providers to discuss why people behave in different ways
3.3	Cultural and personal differences in communication are recognised and valued

DEVELOPMENT	
4	There are opportunities and support for self-development and growth
4.1	There is opportunity and management support for spontaneity
4.2	Everyone can try new things
4.3	Everyone is supported to understand the opportunities and challenges of taking risks
4.4	Recipients and Providers are involved in contributing to the development of others

INVOLVEMENT	
5	Everyone shares responsibility for the environment
5.1	Recipients and Providers take a variety of roles and responsibilities to support the environment
5.2	Recipients and Providers are involved in planning their own development
5.3	There are clear management structures which support meaningful involvement from Recipients and Providers.

SAFETY

6 There is support in place to help everyone feel emotionally safe

6.1	It is acceptable for anyone to feel vulnerable and emotional support is easily accessible
6.2	Everyone feels listened to and understood by others around them
6.3	Everyone has a regular space in which to reflect on how the environment affects them
6.4	Peer-support is recognised, valued and encouraged

STRUCTURE

7 Engagement and purposeful activity is actively encouraged

7.1	Recipients and Providers have a constructive daily routine.
7.2	There is a consistent structure which is regularly reviewed
7.3	Recipients and Providers have an opportunity to engage in meaningful activity

EMPOWERMENT

8 Everyone is encouraged to develop their personal authority

8.1	Recipients and Providers are able to challenge decisions and ask questions
8.2	Power and authority are open to discussion
8.3	Recipients and Providers are able to have their ideas implemented
8.4	Recipients and Providers understand how and why decisions are made

LEADERSHIP	
9	Leadership takes responsibility for developing and maintaining an enabling culture
9.1	Senior leadership makes an explicit commitment to promoting a culture of well-being
9.2	The leadership of the environment has an understanding of how to develop and support an enabling culture
9.3	Recipients and Providers feel supported by their leadership team
9.4	Those in a leadership role are approachable and accessible
9.5	Change is managed in a way that recognises the impact on Recipients and Providers

OPENNESS	
10	The environment is outward-looking and open to learning
10.1	The environment is welcoming to visitors
10.2	Everyone is supported to participate in relationships and activities outside the environment
10.3	Everyone is encouraged to be open and responsive to evaluation and learning

The Enabling Environment Standards (Pre-2019)

Standards	
BELONGING	
1	The nature and quality of relationships are of primary importance
1.1	Recipients and providers support newcomers to get involved with others
1.2	There are opportunities for recipients and providers to get to know each other
1.3	There are ways to mark people leaving
1.4	Recipients and providers are learning about building relationships
BOUNDARIES	
2	There are expectations of behaviour and processes to maintain and review them
2.1	Recipients and providers can describe the expectations and how they are maintained

2.2 There is a consistent approach to implementing these expectations

2.3 There is an open process to review expectations which includes recipients and providers

COMMUNICATION

3 It is recognised that people communicate in different ways

3.1 Recipients and providers are supported to communicate effectively

3.2 There are opportunities for recipients and providers to discuss the feelings behind the way people act

3.3 Recipients and providers are encouraged to use a variety of ways to communicate

3.4 Providers recognise how the way people act is a form of communication

DEVELOPMENT

4 There are opportunities to be spontaneous and try new things

4.1 There is management support for spontaneity

4.2 Recipients and providers are able to try new things

4.3 Recipients and providers are supported to understand risk and risky behaviour

INVOLVEMENT

5 Everyone shares responsibility for the environment

5.1 Recipients and providers take a variety of roles and responsibilities within the environment

5.2 Recipients and providers are involved in planning their own development

5.3 Recipients and providers are involved in contributing to the development of others

5.4 Recipients and providers are involved in making decisions about the environment

SAFETY

6 Support is available for everyone

6.1 It is acceptable for anyone to feel vulnerable and receive the emotional support they need

6.2 Recipients and providers feel listened to and understood by others around them

6.3 Providers have regular reflective supervision with a consistent supervisor

6.4 Peer-support is recognised, valued and encouraged

STRUCTURE

7 Engagement and purposeful activity is actively encouraged

7.1 There is a consistent structure or daily routine

7.2 There are regular meetings or groups that include significant numbers of both recipients and providers

7.3

There are spontaneous activities that involve recipients and providers

EMPOWERMENT

8

Power and authority are open to discussion

8.1

Recipients and providers are able to challenge decisions and ask questions

8.2

Recipients and providers feel supported by those in authority

8.3

Recipients and providers are able to have their ideas implemented

LEADERSHIP

9

Leadership takes responsibility for the environment being enabling

9.1

There are clear management structures which include opportunities for involvement from recipients and providers

9.2

The leadership ensures that the environment is the right place for the people within it

9.3

People with a leadership role are active participants in the life of the community

9.4

There is continuity of staff

OPENNESS

10

External relationships are sought and valued

10.1

The environment is welcoming to visitors

10.2

Everyone is supported to participate in activities outside the environment

10.3

Everyone is open and responsive to evaluation and learning

Appendix 2: Enabling Environments Journey: Terms of Membership

Services must be fully paid members in order to undertake an assessment for, and to receive, the Enabling Environment Award and must remain fully paid members throughout the course of the three year award. If a service is not a fully paid member at the time of their assessment report being presented to the Award Panel they will not be eligible to receive either a Certificate of Achievement or Award Certificate following the Panel's decision.

Associate Membership Terms

One-year (12 calendar months) membership

- One-year (12 calendar months) contract
- Fee must be paid up front for the full year
- Associate membership provides limited access to resources and support (see *Benefits* below)
- Does not include an Enabling Environment Assessment

Full Membership Options Terms

One-year (12 calendar months) rolling membership

- One-year (12 calendar months) contract
- Fee must be paid up front for the full year
- Membership will be re-invoiced annually
- To cancel membership, members must inform the EE Project team at least two months before the annual renewal is due
- Includes one assessment visit per 12 month period.
 - Members holding a one-year membership should book their assessment visit during month 8 of their membership or before, to ensure the visit can occur during their membership. Membership will need to be renewed for a Certificate of Achievement or Award Certificate to be issued.
 - To be eligible for partial reassessment (by submitting evidence for only unmet standards) following the granting of a Certificate of Achievement members must show continuous membership of the project from the time of the certificate being granted.
- Three months' notice is required of the preferred date of assessment.

Three-year (36 calendar months) membership contract

- Three-year (36 calendar months) contract
- Fee must be paid upfront for the full three years
- The discounted contract will automatically expire after three years and the membership will revert to a one year rolling contract (terms as above) at the full rate unless a new discounted three-year contract is requested.

- To cancel the contract at any time members should contact the EE project team in writing.
- No refund is available for unused parts of the three-year contract.
- Three-year membership includes an assessment plus a second assessment visit if the member does not achieve the Award in the first assessment. (Further assessment visits will be available at a cost if required)
- Three months' notice must be given of preferred assessment dates.

Terms of membership applying to all members

In addition to the terms above the following information, applicable to all membership options, should be noted:

- A signed joining form submitted to the Enabling Environment project team is confirmation of contractual agreement to pay for the membership option requested therein.
- Memberships will run from the date the membership invoice is raised by the Royal College of Psychiatrists to the end of the agreed term (one or three years). Membership start dates cannot be delayed or revised during the agreed term.
- Paid membership of the EE project entitles the member to the benefits as outlined below dependent on type of membership. The project cannot be held responsible if any member does not make use of the benefits during the membership period and no extension to the membership period will be granted due to non-use of the benefits available.

Membership of the Enabling Environments project provides each member with the following benefits and requirements:

Benefits	Associate	Full 1 Year	Full 3 year
Membership pack by post		X	X
Membership pack by email	X	X	X
Online access to additional copies of portfolio templates and self-assessment documents	X	X	X
A full set of personalised questionnaires prior to each assessment visit		X	X
One copy of The Enabling Book	X	X	X
Free attendance at EE training courses	Limited to two places per year	X	X
The opportunity for a member of the service to take part in assessment visits as an Expert by Experience		X	X
The opportunity to attend other services' assessment visits as visitors	X	X	X
Unlimited access to EE Telephone Clinics (subject to availability)	X	X	X

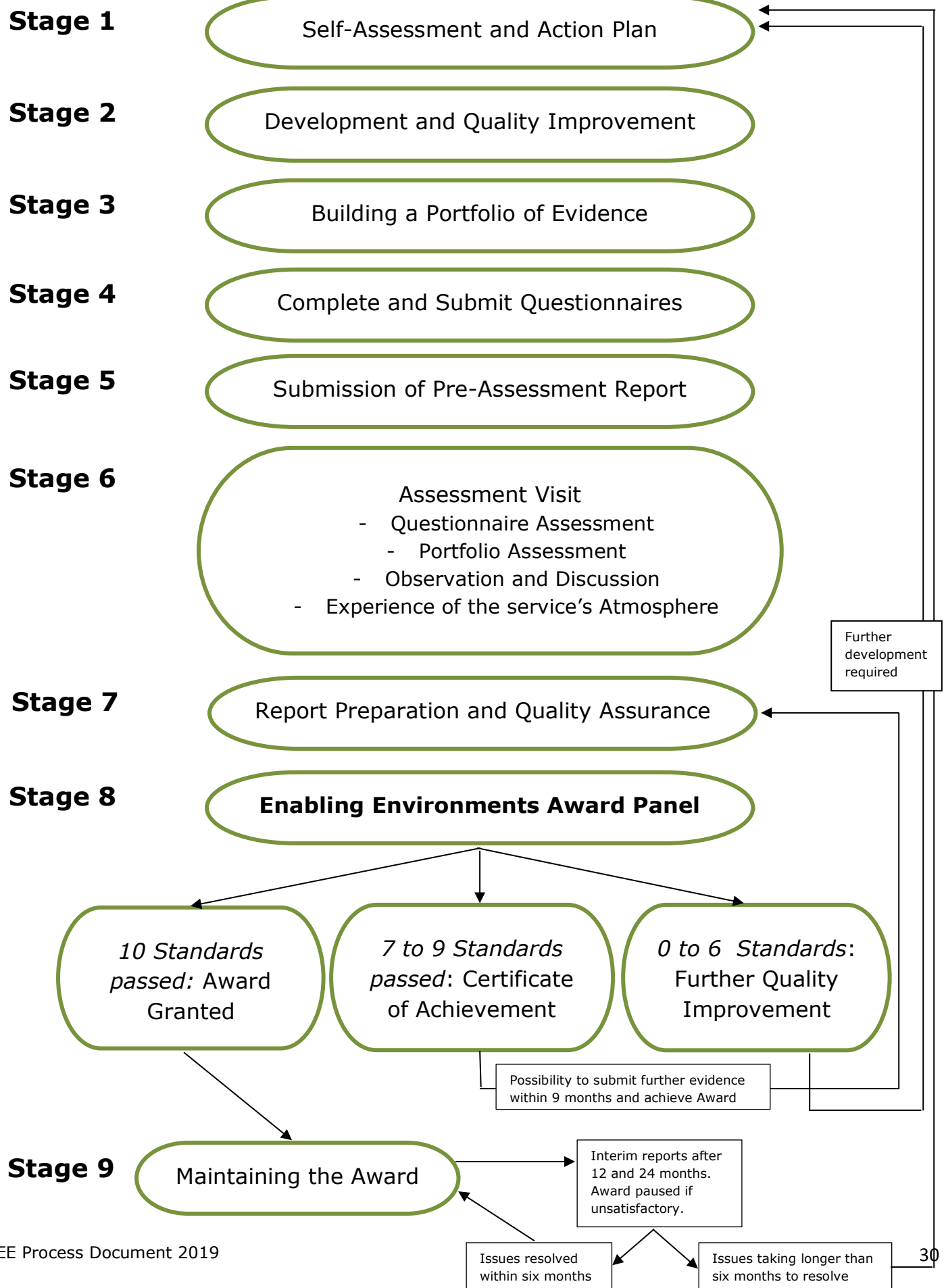
First Assessment visit		X	X
Second Assessment visit (if member does not achieve the full award in the first assessment)			X
12 and 24 Month interim reporting templates		X	X
Unlimited number of memberships of the EE Email forum during membership	X	X	X

<i>Requirements</i>	Associate	Full 1 year	Full 3 year
Communicate regularly with the EE Project Team regarding your progress	X	X	X
Pay invoices in a timely manner	X	X	X
Provide three months' notice to book an assessment visit		X	X
Provide one member of your service each year to take part in Enabling Environments assessments for other services		X	X

A list of all members is available on the website and updated regularly. This information will record:

- The fact that a member is participating in the EE Journey
- Those that have achieved the Enabling Environment Award or the Certificate of Achievement

Appendix 3: The Enabling Environments Journey



Appendix 4: Definitions of the Enabling Environments Certificates

Certificate of Achievement

The Certificate of Achievement is granted to all members which undergo an Enabling Environments assessment and are assessed as meeting between seven and nine standards. The Certificate lasts 12 months: members which do not meet all ten standards and therefore only have parts of the Enabling Environment in place are at higher risk of the quality of their environment decreasing in some areas and therefore the validity of the Certificate of Achievement is less than that of the Award.

Members assessed as meeting seven, eight or nine standards and receiving the Certificate of Achievement will have the chance to obtain the full Award by implementing quality improvement processes and providing new evidence within 9 months of the outcome of the Award Panel meeting. This will allow time for the member to provide evidence of how the newly-met standards have become embedded in the member's service. The Evidence Review Team will decide if the evidence provided is satisfactory. If all the outstanding standards are passed the member will be awarded the Enabling Environments Award. The Award will last for three years from the date that the Certificate of Achievement was agreed by the Award Panel.

Award Certificate

The Award Certificate is granted to those members undergoing an Enabling Environments assessment and meeting all ten standards. The Award is valid for three years from the date of the Award Panel meeting at which the award is granted. Awarded members are required to complete interim reports at 12 and 24 months after receiving the Award.

Appendix 5: Appeals Process

Members are entitled to appeal against the Award Panel decision or against decisions on a specific Enabling Environment Standard if they believe an incorrect decision has been made. Members must submit their appeal in writing to the Senior Associate Director of the College Centre for Quality Improvement (CCQI) within eight weeks of receiving the Award Panel decision.

Appeals will then be dealt with in accordance with the CCQI appeals procedure, copies of which can be obtained from the CCQI. Under no circumstances are appeals to be made to the assessment team.

Grounds for Appeal

Evidence submitted by the member and by providers and recipients during the assessment process is accepted in good faith for consideration.

There will be grounds for an appeal where it is evident that due process has not been followed:

- The decision has been made on the basis of an assessment or a report that contains demonstrably inaccurate content (for example, data pertaining to another member)
- The decision is not consistent with stated criteria that determine an Award (for example, an Award is not made despite fulfilment of stated requirements and there are no areas of concern highlighted by comments or other feedback)
- There is evidence of a conflict of interest in determining the Award (for example, members of the Enabling Environments Award Panel are involved in some way with the member or employed by the wider organisation in question)

Lodging an appeal

An appeal must be lodged in writing within eight weeks of the decision about the Award having been communicated to the member. Appellants are asked to provide documentary evidence to support claims of inaccuracy and/or a clear statement of the way(s) they consider the decision to be inconsistent with the stated criteria for the Award.

Appeals should include:

- The appellant's service name, address and telephone number
- The grounds on which the appeal is made
- Supporting documentation

Appeal Outcome

The process for dealing with and responding to the complaint is laid out in the 'Appeals Process for Accreditation and Quality Networks 2018' published by the CCQI, a copy of which can be obtained by contacting the CCQI project administrator on 0203 701 2651 or via the website

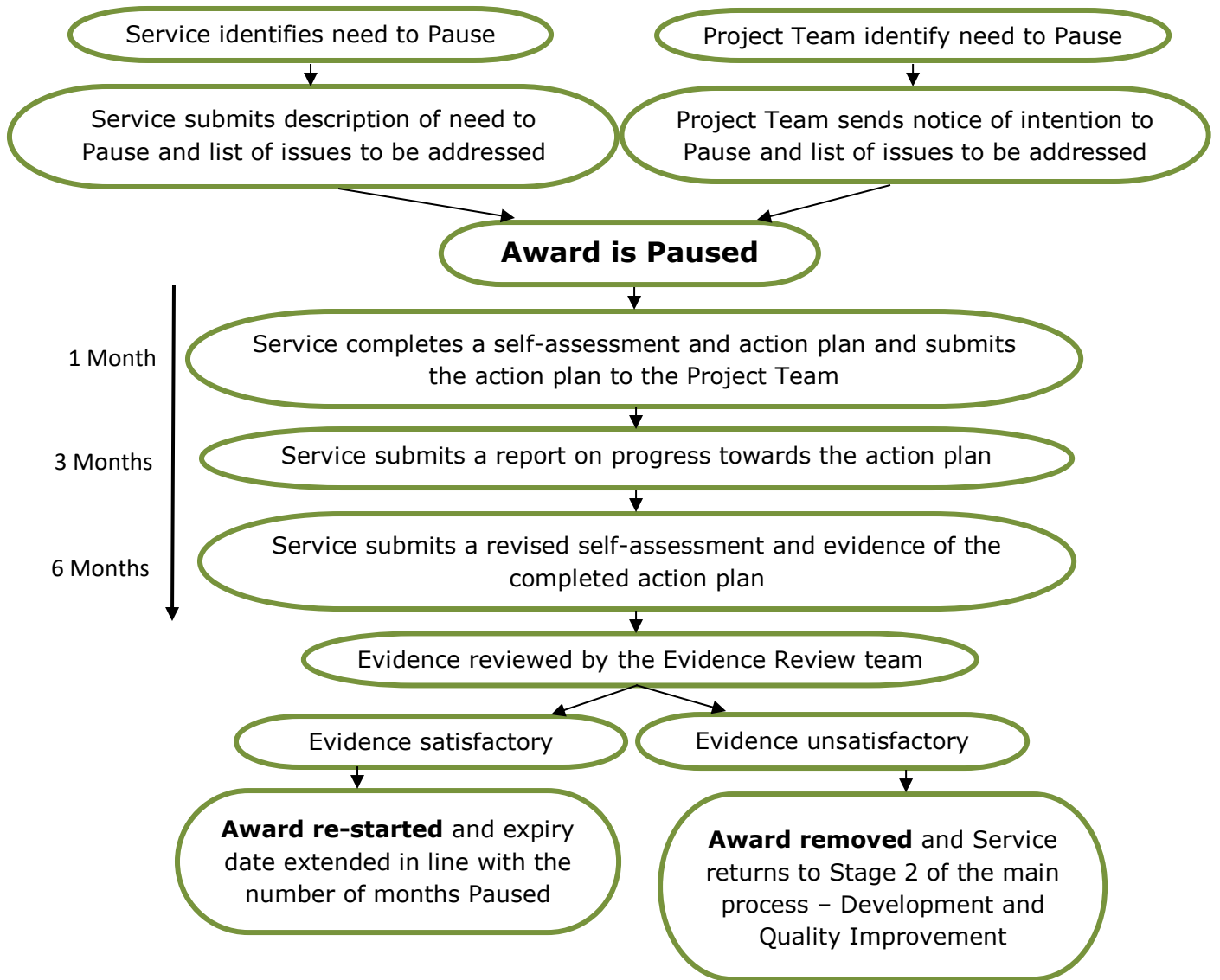
www.rcpsych.ac.uk/workinpsychiatry/qualityimprovement/howeare.aspx

Appendix 6: Pause Button Process

1. When the member's Award is paused they will be asked to undertake a self-assessment including an Action Plan. The self-assessment and action plan will be sent to the Evidence Review Team (ERT) within one month of the start of the Pause process. The member may be given feedback about their Action Plan, including being asked to enhance or amend the plan.
2. Within three months of the start of the Pause process the member will be asked to submit a Progress Report on their Action Plan. The member may be given feedback about their Action Plan.
3. The member will be asked to submit an updated self-assessment with a Progress Report from their completed Action Plan within six months of the initiation of the Pause Button. They will also be asked to complete a '12 Month Interim Report' regardless of how long they have held their Award. (If a member's regular interim report becomes due whilst the Award is paused, the report will be postponed until they submit their self-assessment at the end of the Pause process.)
4. The reports will be reviewed by the Evidence Review Team. If the reports are satisfactory the Award will be reinstated. The length of the Award will be extended by the length of the Pause, subject to the same terms and conditions. (Note that this does not change the member's length of contract membership. Membership must be continuous for the Pause process to be completed.)
5. If the member is unable to complete the Action Plan within six months, or if the progress and report are not satisfactory, the Evidence Review Team will report to the Enabling Environments Award Panel that the Pause process has not been completed. This will result in the Award being removed. The member will be provided with a new membership pack to support their ongoing quality improvement. In exceptional circumstances the Award Panel may consider an extension to the six-month time frame.
6. If there are grave concerns (e.g. around safeguarding or health and safety issues etc.) at any time whilst an Award is paused, the Enabling Environments Award Panel may decide to remove the Award.
7. The Pause Button process may only be used once during a three-year Award.

See diagram on following page

The Pause Button Process



Appendix 7: Cancellation Policy

In order to minimise the loss of time and expense incurred by the project when visits are cancelled, Enabling Environments has created a policy around the cancellation and re-arranging of assessment visits.

Rearranging an assessment visit

In general, it is not possible to re-arrange a visit once booked. This is due to the administrative processes required to arrange a visit and the high demand on visit dates.

If a member is unable to go ahead with their pre-booked date they are required to cancel under the terms below and to re-book giving the required notice.

Cancellation of an assessment visit by the member

Members wishing to cancel their assessment visit should let the project team know as soon as possible, with at least two weeks' notice. The project team reserve the right to charge members for lost travel and accommodation costs if the visit is cancelled with less than two weeks' notice unless there are extenuating circumstances.

For members holding a One-Year membership

Members with a One-year membership are entitled to one assessment visit during that year. Members are advised to go ahead with a pre-booked visit, even if they do not feel the service is ready, in order to benefit from the developmental aspect of the process.

If a member cancels their visit they may re-book (giving the required three months' notice) as long as the new assessment date is within their membership period. If it is not possible to re-book within the membership period, the visit will be forfeited.

For members holding a three-year membership

Members holding a three-year membership are entitled to two assessment visits if they do not achieve the Award on the first visit.

If a member cancels their visit they may re-book (giving the required three months' notice) as long as the new assessment date is within their membership period. Members can cancel on one occasion during their three-year membership without incurring any penalty, but a second cancellation will forfeit one of the two available visits. Members are therefore advised to go ahead with a pre-booked visit, even if they do not feel the service is ready, in order to benefit from the developmental aspect of the process.

Cancellation of an assessment visit by the Enabling Environments project

In rare circumstances it may be necessary for the project to cancel a visit due to assessor illness, transport problems or other events outside of the project's control. The project will endeavour to ensure that visits go ahead wherever possible. This may mean changes to the assessment team at short notice. Should this occur the member will always be informed.

In the event that it is necessary to cancel a visit the member will be given as much notice as possible.

Visits cancelled by the project will be re-booked as soon as is practically possible.



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