

Green Care

Quality Manual



This Green Care Quality Manual applies to the following service:

The service is provided by:

Background and use of the Green Care Quality Manual

This Green Care Quality Manual has been produced as a part of the quality section of the nationwide Green Care coordination project, carried out by Elina Vehmasto, Natural Resources Institute Finland (Luke) and Marika Ketunen, National Institute on Health and Welfare (THL). The quality mark initiative was carried out in close cooperation with the Board of Green Care Finland ry and Tuomo Salovuori, Chairman of the Board. The project was funded by the Rural Development Programme for Mainland Finland.

The contents of the Quality Manual largely correspond to the contents of the Green Care Manual that was completed in 2014. The original Green Care Manual was a cooperative effort involving two projects: the VoiMaa! - Green Care - yrittäjyydestä elinvoimaa maaseudulle (Green Care entrepreneurship - promoting vitality in rural areas) and Green Care osana lappilaisia elinkeinoja (Green Care in livelihoods in Lapland). The projects were funded by the Rural Development Programme. The contents of the Manual were produced by Elina Vehmasto, MTT (Agrifood Research Finland, which today, is a part of Luke), and Henna Puromäki and Raija Lääperi, THL. Kalle Santala, Arja Jääskeläinen, Tarja Pykäläinen and Sanna Vinblad

The Green Care Manual you are holding has been compiled to serve as one of the documents to be used, when applying for Green Care quality mark. The Green Care Quality Manual can also be used as a quality management tool, even when there is no intention of applying for a quality mark.

Green Care service providers are the target group of the Quality Manual and they can download the document for their own use.

The Green Care Quality Manual is cited as follows: Luke and THL 2017. Green Care Quality Manual The Natural Resources Institute Finland and the National Institute on Health and Welfare. Online publication.

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The authors assume no liability for any damages resulting from the use of the Manual.

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1. Basic information on the Quality Manual and the Green Care working method

1.1. Purpose of the Quality Manual

This Green Care Manual has been compiled to serve as one of the documents used when applying for any of the Green Care quality marks.

The Manual is intended to be a tool to help in covering all of the essential content and quality factors of the Green Care service that are being reviewed. Quality management is an important factor, when services are developed. We use it to achieve better visibility, reliability and credibility that can help to win more customers or a competitive edge. The Manual focuses on the features typical to Green Care activities.

One of the Quality Manual's goals is to serve as a quality management tool, but it is also a document that can help to explain to a customer the principles that are observed in the production of Green Care services, what makes a service a Green Care activity and how its impact is estimated and quality management carried out.

The manual's primary purposes are for development of Green Care services and as a quality management tool. It is not a guide book for setting up a company. Information relevant to setting up a business is available on the Enterprise Finland homepage at www.yrityssuomi.fi.

1.2. How to fill in information in the Quality Manual

The Manual has been divided into sections based on the essential elements of Green Care services (see Table of Contents). Each section begins with a brief introduction, including a description and discussion of the items relevant to the theme, as well as general examples, to facilitate answering.

You can save a copy of the Quality Manual on your own computer and use it to fill in and save the information. The saved version of the Quality Manual can be updated when essential changes to the features of the service are made. You can print out the whole Manual or individual pages.

If the offering includes several Green Care services, information for each service must be specified. If there are only minor differences between the services, enter the information in a single copy of the Quality Manual. However, if the services differ from each other significantly, it is a good idea to fill in a separate Quality Manual for each Green Care service.

Try to keep the entries descriptive; rather than making lists, try to write out the answers in an exact, compact and concise manner.

1.3. The person entering the information, office and service

1.3.1. The company or office where the Green Care service is produced (name of company or office, address, e-mail address, telephone number, www address)

1.3.2. Name, education and title of the person/persons making the entries.

1.3.3. Personnel and/or network that produces the service and uses the Quality Manual.

1.3.4 This Quality Manual concerns the following service(s):

1.3.5. Dates

Date when Manual entries made

Date of Manual entry update

1.4. Green Care working method

In Green Care activities, nature is used systematically to maintain and promote the well-being of people. The activities are based on nature-assisted working methods that can be used in a forest or garden, on a farm or even in an urban environment. Some working methods are also applicable for indoors. The three basic elements of the Green Care work-

ing method are nature, action and community. Well-being is generated by combining and emphasising these elements in various ways: through the revitalising effects, experiences and involvement that nature has to offer. The Green Care services are divided into care and empowerment services.

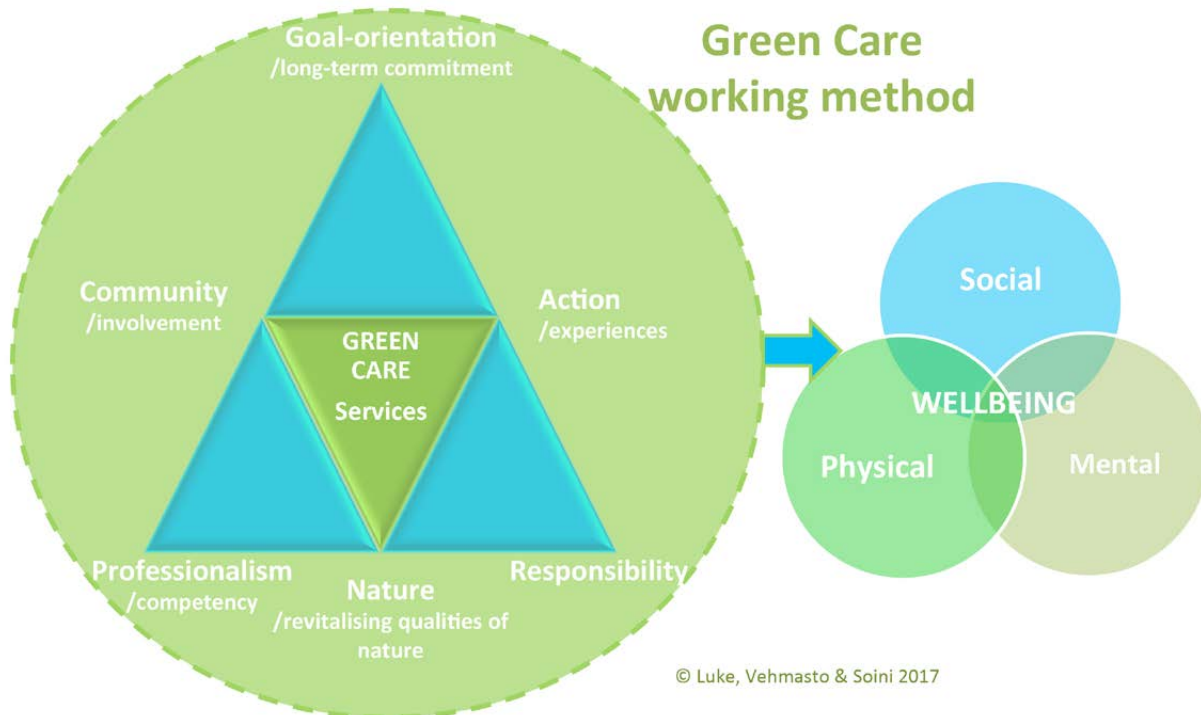


Image 1. The basic elements of Green Care working methods are nature, action and involvement, and the basic preconditions include goal-orientation, professionalism and responsibility.

However, not all well-being activities with communal aspects meet Green Care working method criteria. The three preconditions of the Green Care working method are goal-orientation, professionalism and responsibility.

Goal-orientation Green Care services are goal-oriented activities, where nature is consciously used to promote well-being. More detailed goals are determined, depending on the service and customer type in question. Services can be customised to meet customer needs. Even single sessions and short-term experiences in nature can help to alleviate stress and provide resources. However, Green Care services are characterised by goal-orientation, which means that customer plans are made for each individual or group, and that the plans are systematically carried out and monitored. The activities are long-term and logically connected to the goals. To achieve good results, both the service provider and the customer must be equally committed to the goals. (Goal-orientation is discussed in greater detail in Section 2.4).

Professionalism and competence. The service provider must possess adequate professional skills and competence in the field of the offered service. Therapeutic services, for example, can only be offered by a person with relevant qualifications.

However, many of the Green Care services can be produced as a cooperative effort, for example, one service provider may have the required qualifications in nursing and another, the necessary experience in animal handling. Particularly important skills include handling customer situations and customer encounter skills. (Competence is discussed in greater detail under Section 3.1).

Responsibility Work responsibility involves a combination of values, ethical working methods and quality. Responsibility is a determining factor of the high-quality, environmentally friendly activities of a company or a unit and their staff. A responsible operator seeks to promote the well-being of the society, community and individual and takes into account the needs of the various interest groups. This means that the operator seeks to create social, ecological and often cultural added value for its customers and interest groups, in a systematic, long-term manner, which often has financial significance, as well. (Responsibility is discussed in greater detail in Section 2.2).

The three basic elements of the Green Care working method are nature, action and community. These basic elements are described in Section 2.1.

NatureCare services in the social services and health care sector provided by the public sector or nature-assisted services produced in cooperation with the public sector. The services are often purchased and used by different persons. NatureCare services are primarily intended for people who are customers of rehabilitation services as their challenges affect their everyday and working life due to mental health issues, long-term unemployment, substance abuse or similar issues. The goal of participating in NatureCare services is to strengthen one's health, functional capacity, involvement or everyday life management skills, in accordance with a care or rehabilitation plan. In order to provide NatureCare services, the service provider must have an education in social services or health care, or work in cooperation with people who have such training, in order to be able to guarantee that the customers, participating in the service, will receive the support they need. The activities must comply with any relevant social service and health care legislation and regulations.

NatureEmpowerment services include goal-oriented services in nature-assisted well-being, education and recreation services. These services are available to the public and the service user and payer are usually the same person. However, the services must take into account any possible support needs, of the users of the service, as they may set special requirements on accessibility, guidance or the equipment. The goal of participation in NatureEmpowerment services is to promote the overall well-being and health of the participants. The service provider does not need qualifications in social services or health care. However, the operations must comply with any valid recommendations and regulations in the field of the service provider.

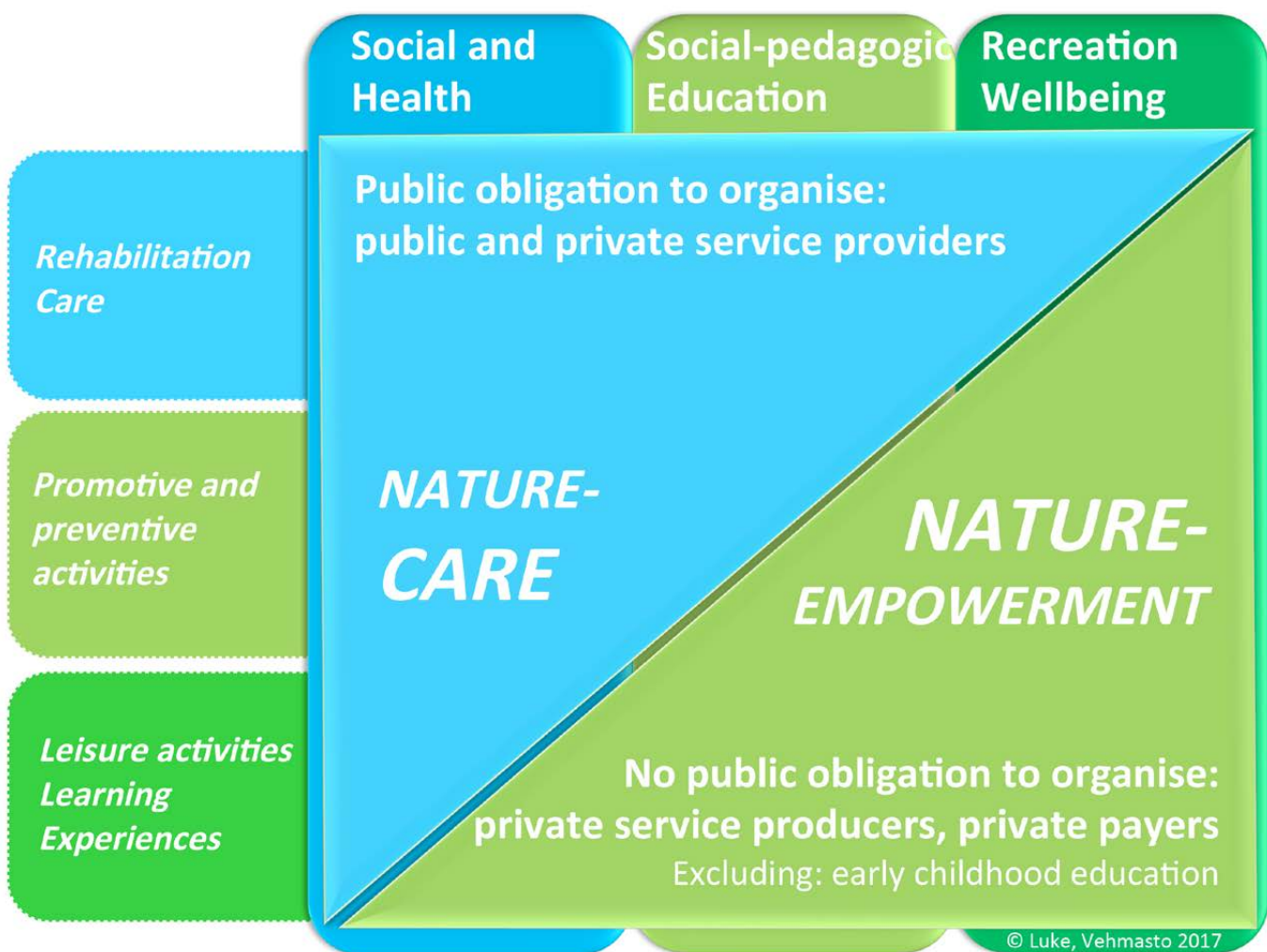


Image 2. Two Green Care service markets: NatureCare and NatureEmpowerment and their general features.

1.5. Green Care service types

A wide array of fields can use nature-oriented working methods with their offered services. Some examples are shown in the image below. As a general rule, the services suitable for Green Care can be divided into social and health care services, education and recreation and well-being services.

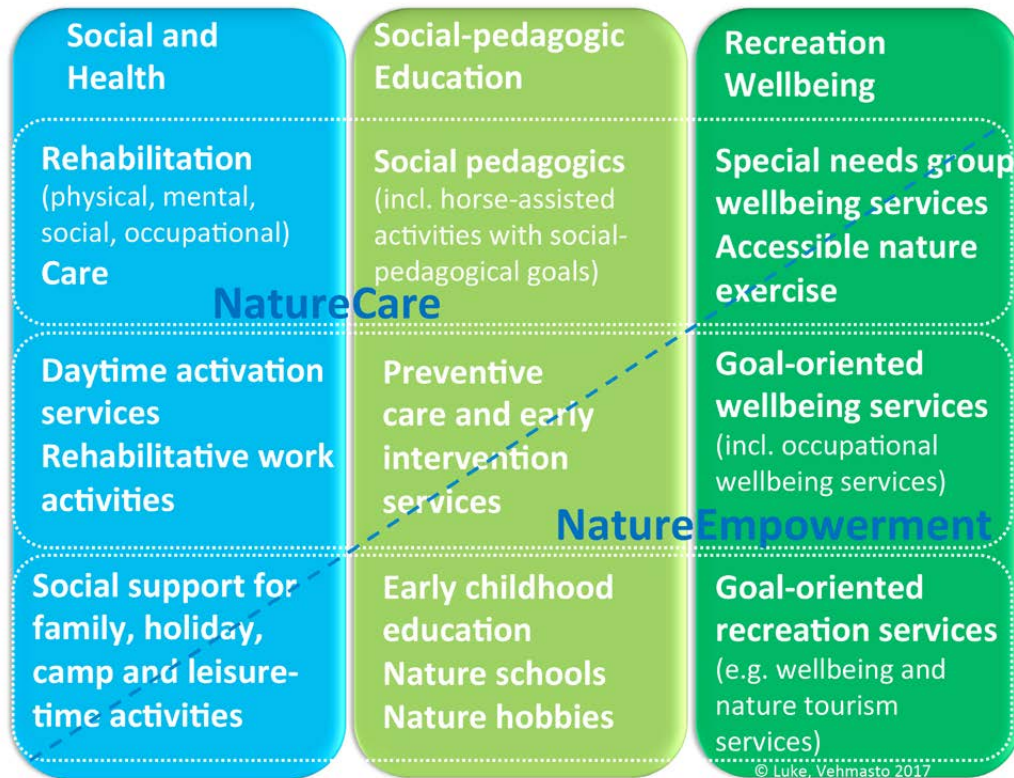


Image 3. Examples of services where it is possible to apply the Green Care working method.

1.5.1. The Green Care service type(s) we produce include (tick the boxes below and enter the name of the service in the box).

	Social and Health	Social-pedagogic education	Recreation Wellbeing
<i>Rehabilitation Care</i>	Additional information:	Additional information:	Additional information:
<i>Promotive and preventive activities</i>	Additional information:	Additional information:	Additional information:
<i>Leisure activities Learning Experiences</i>	Additional information:	Additional information:	Additional information:

2. Green Care service description

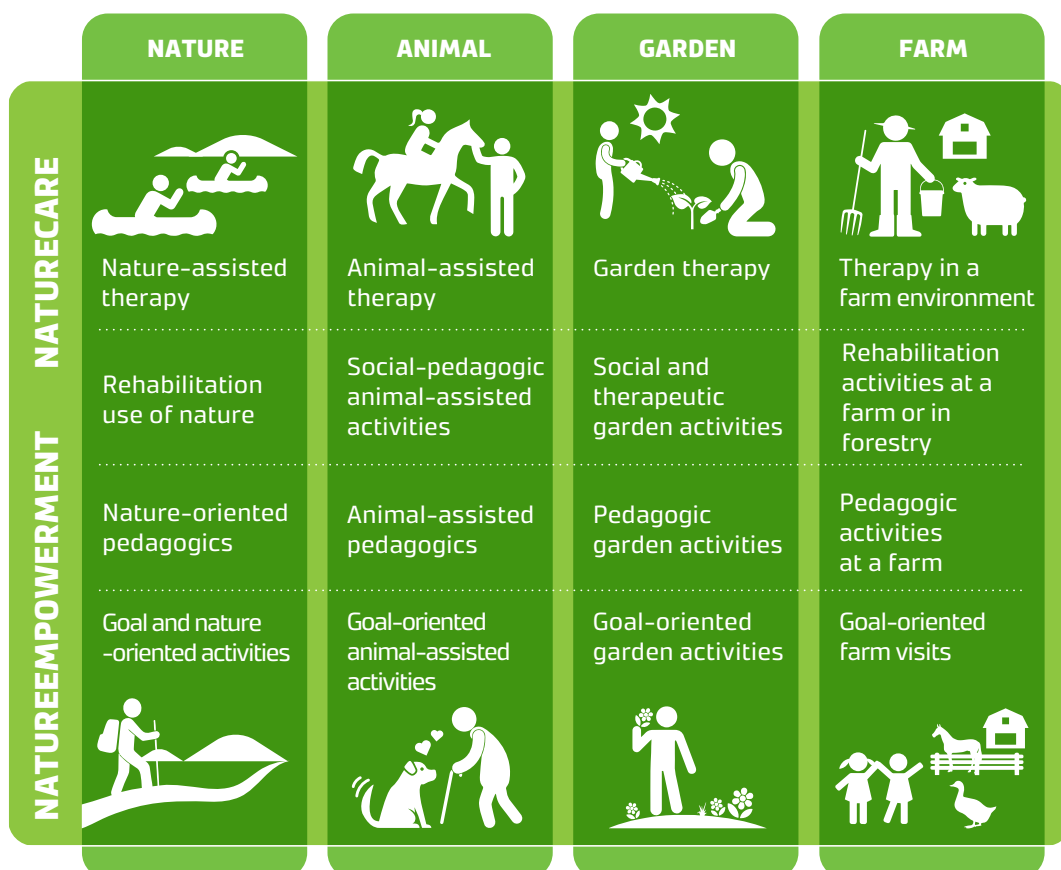
2.1. Basic elements of Green Care services

It is a good idea to carefully consider what makes a service environment a Green Care environment and how services are turned into Green Care activities. The three basic elements of the Green Care working method are nature, action and community. However, not all kinds of nature settings or elements, activities or community automatically contribute to well-being, and depending on the type of the service, one must be familiar with the mechanism required to create a nature relationship and the revitalising elements of nature or those based on ecological psychology.

Nature is where the Green Care activities take place, their object or tool. The revitalising aspects of nature are used to promote, strengthen or accelerate the goals that have been set. The nature element can be located in a rural or urban area, and can just as well refer to house plants as a forest. Nature, as a setting for the activities, can mean a wilderness, tended forest, park, garden or a farm. Animals can also be the nature element of Green Care operations.. Nature elements can also be brought into Green Care activities in the form of materials, sounds and pictures of nature.

Action connects the individual and their surroundings –and provides an opportunity to gain new experiences and learn. Doing things in nature, with nature or for nature can add to the effectiveness of the activities. Nature, such as a forest, garden or farm and its animals, offers a stimulating environment for various kinds of exercise, activities and experiences. Doing things usually produces pleasure and promotes activation. Activities, carried out in nature, can be subtle: observing the landscape or animals –and feeling calm. Young people often enjoy activities with elements from phenomenon-based pedagogy that includes exciting features.

Community, pleasant settings or activities, or animals also promote the feeling of involvement. Interactive elements and activities attach an individual to a community and they can entail a feeling of acceptance. In the best case, the support of the community will help to preserve health and increase the effectiveness of the activities. When attachment to a human community is found to be problematic, for whatever reason, one advantage of Green Care activities is that makes it possible to achieve a sense of involvement with animals, nature or a certain place.



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Image 4. Main categories of nature-assisted activities

2.1. Basic elements of Green Care services

This page describes the basic elements and forms of activities of the Green Care services. The reasons for using a specific element or type of activity are given for each theme, including a description of the goals that they seek to achieve.

2.1.1. A description of the natural environment or elements that we use to produce Green Care services (animals, garden, forest or something similar

2.1.2. A description of the constructed environment that we use to produce our services (stables, arts and crafts room, greenhouse etc.) and a description and reasons for using the constructed elements, as well as the goals we seek to achieve:

2.1.3. A description of the community elements used to create involvement (community at the stables, community created by employees and customers, village community etc.) and a description and reasons of how the experience of involvement is produced, as well as the goals we seek to achieve:

2.1.4. A description of the activity elements, included in our service, used to produce experiences (for example, caring for animals, gardening, nature exploration etc.) and a description and how the experience factor is produced with the help of the activity elements, as well as the goals we seek to achieve:

2.2. Responsibility of Green Care services

It is worthwhile to clearly communicate the values associated with the production of the Green Care service. The values are closely connected to the ethical guidelines that have been compiled for various professional fields. In order to follow these values and ethical guidelines, one must be familiar with the legislation that regulates the activities. Ethical guidelines for Green Care activities have been published and are available (in Finnish) on the Green Care Finland association homepage <http://www.gcf Finland.fi>. Below, is a brief description (that loosely follows the above mentioned source) of items that comprise, the main elements of these Ethical Guidelines, when viewed from the perspective of responsible activities.

Relationship with nature ≈> Environmental responsibility:

- Environmental responsibility: taking care of the well-being and safety of the environment and animals, using natural resources (material, energy and water) moderately, ecological and ethical acquisitions, waste management and recycling, optimising transports and low-emission modes of transport. Versatile and new uses of buildings.
- Appreciation for the revitalising qualities of nature and a relationship with nature.

Customer relationship ≈> social responsibility and customer responsibility:

- Social responsibility: prevention of social exclusion, promotion of involvement.
- Responsibility for acknowledging a customer's human rights, equal treatment and autonomy.
- Responsibility for confidentiality in customer services and observation of data protection.
- Responsibility for the goal of increasing the long-term overall well-being of the customer.
- Responsibility for taking the opinions and personality of

the customer into account, in the provision of services.

- Responsibility for finding customer-oriented goals and setting goals for the customer.
- Responsibility for the physical, mental and social safety of the customer.
- Responsibility for the clear description of the contents of the service, its goals and basis, and honest marketing.

Professionalism, goal-orientation and overall responsibility

≈> social responsibility:

- Responsibility for being familiar with the laws and regulations applicable to one's professional field.
- Respecting the principles of environmental responsibility, social responsibility and customer responsibility.
- Responsible use of methods and working models: compliance with instructions provided in them and individual assessment of the suitability of working methods, taking into account customer restrictions.
- Responsibility for appreciation of Finnish and local resources and culture.
- Responsibility for the adequate and up-to-date professional competence of the service provider. (Section 3.1.)
- Responsibility for the effectiveness of the service and its regular assessments. (Sections 2.4, 3.4 and 3.5)
- Responsibility for the physical and mental well-being, and safety of the service provider and the employees. (Sections 3.1 and 3.4)
- Responsibility for constructive cooperation: multi-professional cooperation, appreciation for the customer's friends and family and the promotion of good relationships among those in the sector. (Section 3.2.)
- Responsibility for service quality management and regular quality assessments. (Sections 3.4 and 3.5)
- Responsibility for increasing the appreciation for Green Care activities through one's own socially responsible conduct.

2.2. Responsibility for Green Care services

2.2.1. We are familiar with the most important laws and regulations governing our service type and they are:

2.2.2. Ethical Guidelines read and understood	Yes, date	No, it will be carried out on
We have read and agree to comply with the Ethical Guidelines compiled by Green Care Finland.		
We agree to comply with the Ethical Guidelines governing our professional field.		

2.2.3. As a part of our Green Care services, we see to the principle of environmental responsibility in the following manner (description, not just a listing):

2.2.4. As a part of our Green Care services, we see to the principle of customer responsibility in the following manner (description, not just a listing):

2.2.5. As a part of our Green Care services, we see to the principle of social responsibility in the following manner (description, not just a listing):

2.2.6. Other important values and ethical guidelines relevant to the provision of Green Care services include (description, not just a listing):

2.2.7. Quality criteria for each working method in our Green Care services include (see Chapter 4: Examples on quality criteria for various forms of Green Care operational methods: animal, nature, garden and farm assistance)

2.3. Customers of Green Care services

The clientele of a Green Care service can include many customer groups and types. A customer may seek the service on their own initiative, be referred by another service provider or come with a service voucher.

The customers may have special support needs or other needs that can affect the use of the services. These can include physical, mental, social or cultural aspects, or other matters that result in an increased need of help by the customer or which may result in special requirements in the number or competence of staff, group size, equipment or accessibility. Cultural factors and ethnic background can mean that special attention must be paid to beliefs and fears, and how they are processed.

NatureCare services are primarily intended for working with customers who are customers of rehabilitation services,

due to challenges affecting everyday life and attachment to working life, due to mental health issues, long-term unemployment, substance abuse or similar issues. They will need support by a support worker to take part in nature activities and gain the advantages from nature-assisted services.

Customers of NatureEmpowerment services are not usually in particularly vulnerable situations, except for those within educational services, due to the young age of the customers. Similarly, some occupational well-being services, acquired by the public sector, are meant for people who need rehabilitation services.

In the image below, the customer groups have been divided into NatureCare and NatureEmpowerment customer groups.

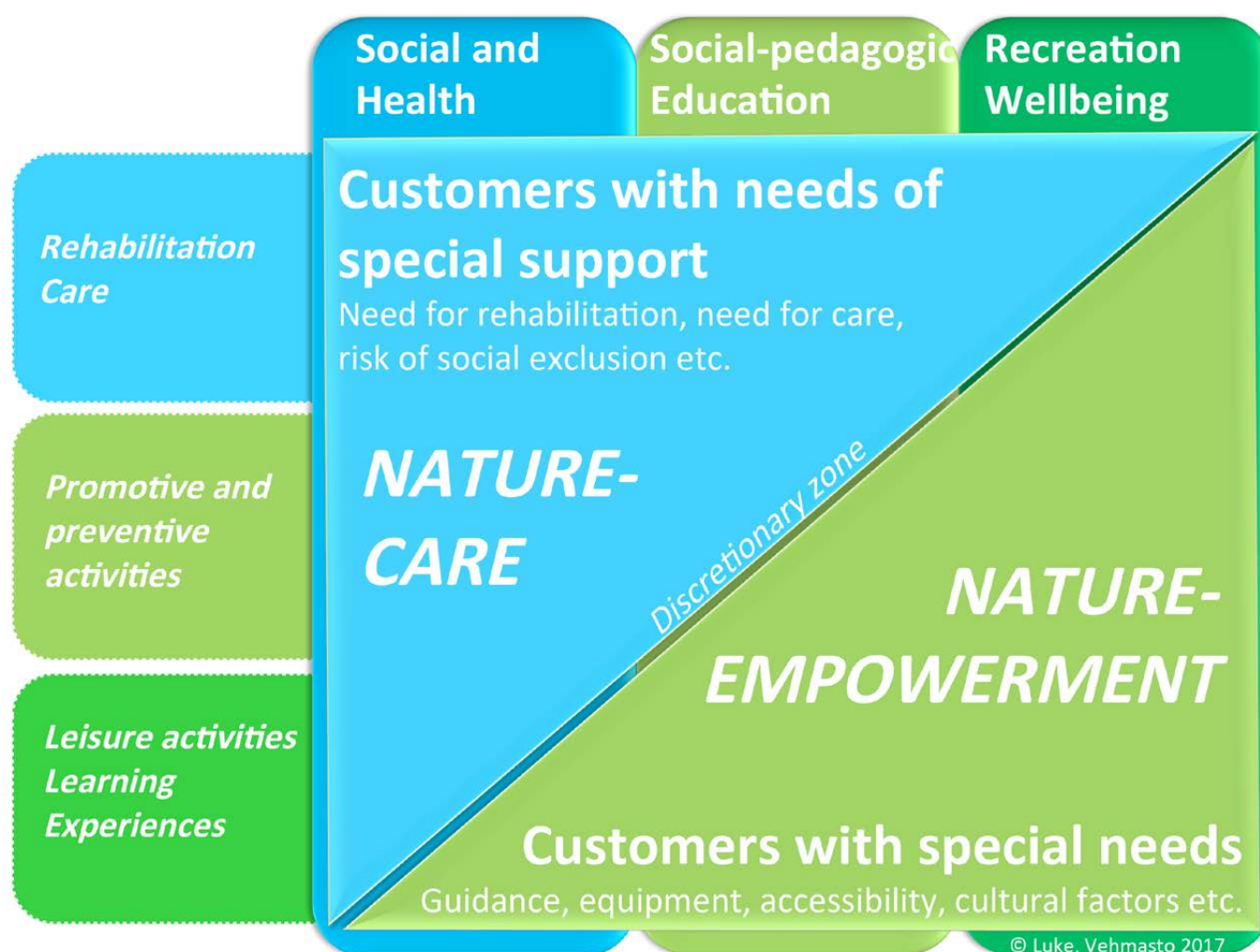


Image 5. Two main customer groups of Green Care services.

2.3. Customers of Green Care services

2.3.1. The Green Care services we offer are individual activities.

2.3.2. The customer target groups, for our services, include children under school age, school children, young people, working-age people, seniors, families etc. and special features (groups with special needs, such as people with disabilities, people in rehabilitation etc., or other special needs, such as ethnic or cultural background etc.).

2.3.3. Special needs of our Green Care service customers:

2.3.4. The special needs of our customers have been taken into account in our Green Care services as follows (accessibility, need for assistive products, need for guidance, fears, linguistic competence, mobility):

2.3.5. The customer enters Green Care services:

- By own initiative, at own expense

- Using a service voucher or other type of financial bond, for example, based on a rehabilitation or care plan

- By referral from another service provider (school groups, service housing customer groups etc.)

- Our most important cooperative partners in customer acquisition include:

2.3.6. We use the following marketing activities for our services:

2.4. Goal-orientation of Green Care services

Green Care services are goal-oriented activities. Goals are determined depending on the service and customer type in question. Services can be customised to meet the needs of the customer or customer group.

Recording the service goals is an integral part of the planning, monitoring and quality assurance of the activities. Monitoring the achievement of the goals, i.e. effectiveness, is an important part of the quality assurance process. The goals for services organised by the public sector are set in accordance with the plan for rehabilitation or care. In these services, the services are often acquired and used by different parties. If a service voucher is granted, based on a rehabilitation plan, for example, the service provider must keep detailed docu-

mentation and measure or evaluate the achievement of the goals. Public purchases often set demands on the quality of the service and facilities used.

This is how the NatureEmpowerment services are different from other nature services, as generally, they include customer-oriented goals, where achievement is monitored in a specific manner.

In the image below, you can see some examples of possible general goals for Green Care services (i.e. nine different Green Care service type groups).

	Social and Health	Social pedagogic Education	Recreation Wellbeing
<i>Goals of rehabilitation and care</i>	Rehabilitation Maintaining and improving functional abilities Promoting life management skills	Social learning and rehabilitation Promoting everyday life management skills Preventing social	Maintaining and promoting the wellbeing and quality of life of special needs groups
<i>Goals of promotive and preventive activities</i>	Involvement Promoting activity Promoting employment Preventing social exclusion Life management	problems and exclusion Reinforcing responsible conduct Phenomenon-based learning	Increased wellbeing Empowerment Revitalisation Increased occupational wellbeing
<i>Goals of leisure activities and education</i>	skills Increased wellbeing for families Enabling social equality in leisure-time activities	Learning by doing and experiencing in nature Reinforcing relationship with nature	Recovery Revitalisation Inspirational experiences Increasing wellbeing

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Image 6. Examples of general goals for Green Care services for the various service types.

2.4. Goal-orientation of Green Care services

2.4.1. The goals of our Green Care service are: (If there are several customer groups, record the goals in the box by customer group)

2.4.2. We will determine the personal goals and needs of the customers and customer groups in the following ways:

2.4.3. If the Green Care service is paid for by a party, other than the user of the service, we will find out the payer's goals in the following way:

2.4.4. We follow goal achievement and effectiveness, during and after the activities, in the following way:

2.5. Description of the Green Care service process

The service process description describes the core elements of Green Care service, their stages and how they are connected. The service process description can be a very simple mode that briefly describes the main stages of the service process. For each stage, reasons are given on how this is used to achieve the goal.

If the service provider offers several services, of differing kinds, to a number of customer groups, and the service processes are significantly different from each other, separate process descriptions must be completed.

The service process description is a general service description. It records a typical service situation, from the first to the last contact. In the service process description, special

emphasis is placed on the Green Care working method and the monitoring of the effects of the action.

The service process description indicates the special characteristics of the service. Under the main headings, the action of a specific service stage is briefly described. The image below gives examples of descriptions at the various stages. The headlines and texts, in the image, offer guidance and tips on things that can be included in the process description.

If you want to discuss the actual activities or what happens in connection to the actual service situation, in greater detail, this can be done in the description box, reserved for the activity. The box provides examples of the steps of the activity.

Marketing/first contact

Introduction of Green Care services



Ordering the service and closing the contract:

The method for designing the Green Care service contract and customer-oriented planning (including special features, requirements, instruments, safety matters)



The method and stages of the activity: Carrying out Green Care service

Step 1 (e.g. Customer/group arrives, where, who welcomes them, how...)

Step 2 (e.g. Going to the scene of the activity, the required equipment, safety instructions, who gives the instructions...)

Step 3 (e.g. Action begins... where, who is involved...)

Step 4 (e.g. Description of the actual core activity, who does what, etc. ...)

Step 5 (e.g. Activity ends.... how, how is feedback received, how the customer is seen off, on the return trip...)



Assessment and feedback on single service events:

the post-assessment method for the service event and method of making follow-up plans for a certain customer/customer groups.



Overall assessment and follow-up of the Green Care service product

Assessment method of the Green Care service product, after-sales procedure, general manner of collecting and processing feedback and the way of planning and carrying out any correction measures.

2.5. Description of the Green Care service process

A description of the Green Care service process is recorded in the boxes below. For each step, the service process is first recorded from the point of view of the service provider and then from the point of view of the customer (i.e. what the customer does/experiences during each step). For all service steps, it is important to record the Green Care elements that are present in each step, how and why. In other words, it is important to describe how the various steps of the service seek to achieve the customer's intermediate goals.

It is worth noting that you can produce the process description for the service(s) as separate attachments, in a style of your choice.

Process description of our Green Care service

Heading:

Description



Heading:

Description



GREEN CARE QUALITY MANUAL

Heading:
Description



Heading:
Description



Heading:
Description

Additional details

3. Quality factors of Green Care services

3.1. Professionalism and competence

The requirements of professionalism and competence, for providers of Green Care services, are in line with the offered service. Therapeutic services, for example, can only be offered by a person with relevant qualifications. Green Care competence is required of all Green Care service providers. This competence can also be introduced to the service through a partner.

A single person does not have to possess all of the required competencies for the entire service. Competencies can be complemented through partnerships and networking or with external parties. However, many Green Care services can be produced as cooperative efforts, so that one service provider has the required qualifications in nursing and others possess the necessary experience in handling animals, for example. In any case, basic information on the special needs of the customer are needed to produce the Green Care service.

Particularly important skills include handling customer situations and customer encounter skills.

To guarantee the quality and goal-orientation of Green Care operations (especially in a larger organisation), it may be necessary to appoint a person to be in charge of Green Care, with this person being responsible for ensuring that the Green Care method is professional, responsible and goal-oriented. The various working methods (animal-assisted, garden-assistance, other types of nature-assistance or activities at a farm) may require an additional person in charge. Usually, the person in charge is the service provider, who ensures that the activities are safe, run smoothly and suited to their purposes. In the image below, you can see the general levels of competence requirements, set for the service provider.

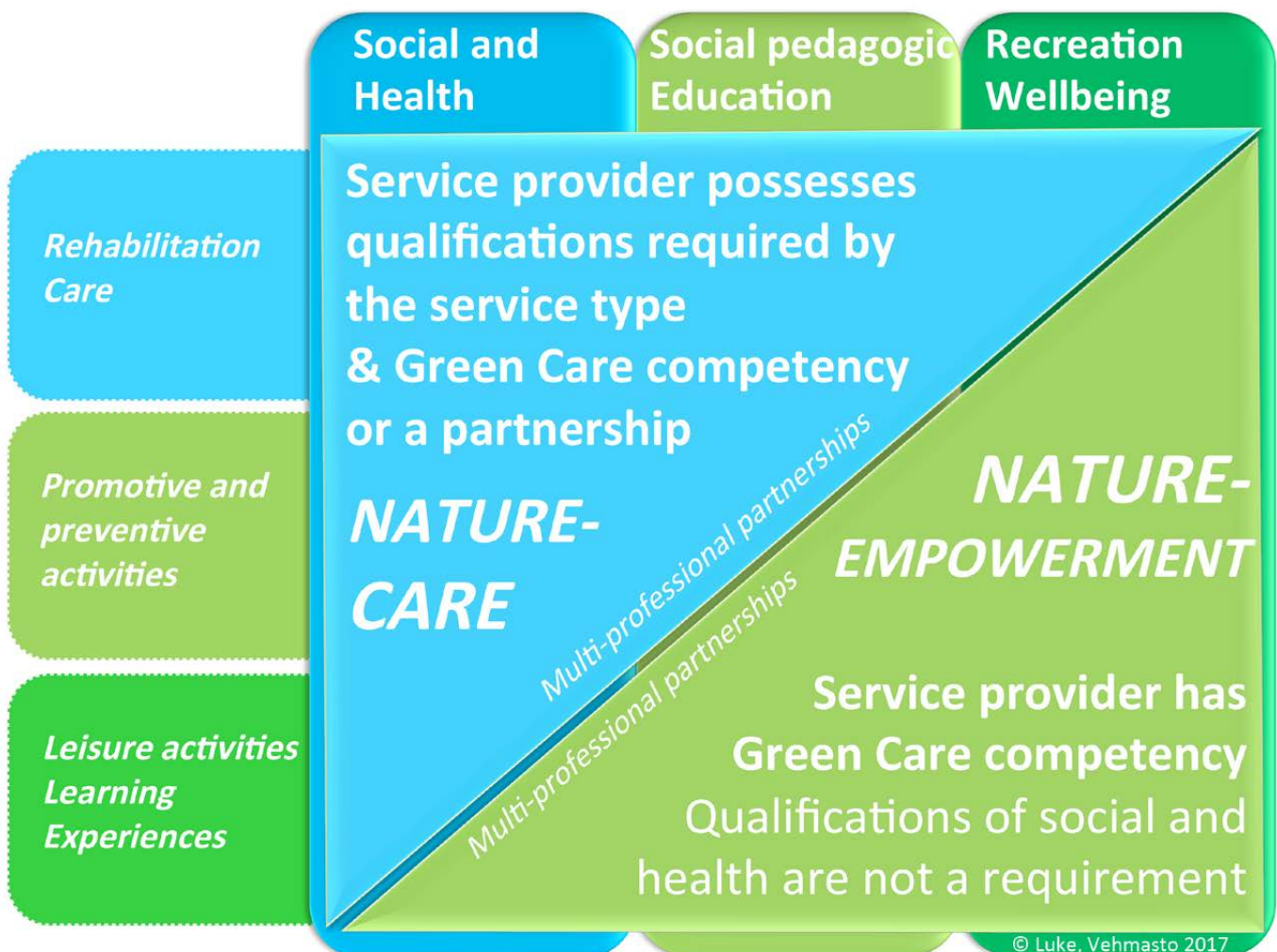


Image 7. The Green Care service providers' competence requirements for NatureCare and NatureEmpowerment services.

3.1. Staff competency

3.1.1. Identifying staff competence	Yes	Not applicable to us	No - state when it will be carried out
We have the qualifications required to provide the service (for example social services and health care, education)			
The competence required (social services/health care, education etc.) is provided by a partner.			
Our Green Care expertise is based on cooperation with a partner.			
We have appointed a person to be in charge of Green Care services.			
We have appointed a person to be in charge of animal well-being.			
We possess adequate expertise in the field of nature-based activities.			
We have a plan for the development of the Green Care competence of our staff.			
Our staff possess adequate customer encounter skills.			
We have a plan for the development of the Green Care customer encounter skills of our staff.			
We monitor the well-being of our staff and react to any weaknesses.			
Our entire staff is committed to the production of Green Care services.			

3.1.2. Description of the Green Care competence of our staff and how the expertise has been formed (including a description of the origin of the experience-based competence):

3.1.3. The Green Care training and courses taken by our staff (title of training or course, organiser, contents, extent, date of completion):

3.1.4. We will ensure the development of the competencies needed for Green Care services as follows:

3.1.5. Description of the competence required by the service (for example, qualifications in social and health care or education): name of qualification, date of completion of the degree, title given by the degree.



3.2. Collaboration and communication

Multi-professionalism is a common feature in the production of Green Care services: one party can offer competence in social services, while another provides the skills needed in animal-assisted services. Services for customers of people with special needs, commonly use a multi-professional team

The competence needed in the service can be divided between various people, within a company or unit. Green Care competence can also be attained, in part or entirely, from an external party, for example as a purchased service. This kind of cooperation can be advantageous for the use of resources and the well-being and safety of the parties.

When involved in cooperation, it is important that the division of responsibilities, between parties, has been clearly established. Agreements are always executed in writing. In the agreement, the responsibilities of each party are recorded in detail, as are the obligations, division of payments, working methods in exceptional circumstances and other important matters that the parties have to agree upon.

Furthermore, it is important to agree on how information, concerning the service process and customers, is communicated between staff members and the service provider, customers, and any other relevant interest group, for example the customer's family.

3.2. Collaboration and communication

3.2.1. Collaboration and communication determined	Yes	Not applicable to us	No - state when it will be carried out
We have concluded any and all agreements on cooperation in writing			
We use a communication system that ensures the flow of information among the staff			
We use a system that ensures the flow of information between staff and customers (and possibly the customer's family members)			
We use a system that aids the flow of information between the interest groups			

3.2.2. If the Green Care service is carried out as a cooperative effort, indicate the competence of the partner, here, regarding the Green Care working method:

3.2.3. We are also engaged in cooperation (for example multi-professional) in the following manner, with the following division of responsibilities:

3.2.4. We have concluded written contracts of cooperation in the following matters: (also where the contracts can be found):

3.2.5. We acknowledge the customer's family and other important networks in the following ways:

3.2.6. When the service is not paid for or commissioned by the same party as the user of the service, the cooperation is organised in the following way:

3.3. Feedback system

Feedback is an important resource in the development of activities. With the help of feedback, we can gain information about whether the service has met the hopes, needs and expectations of the customers and partners, and where improvements are needed. Feedback can be collected in writing, orally or by making silent observations.

The service provider must determine the way feedback is collected (for example, a form), when and who is the person responsible for it. Agreement must be reached in a company or operational unit on how received feedback is processed, how to react and how possible improvements are undertaken.

We can gain valuable, immediate feedback if we listen and observe the customer during the activities. Written feedback is often collected after the activities have been completed or, in long-term customer relationships, at fixed intervals. Feedback can be collected in an interview or sent electronically for or with after-sales activities. A feedback form can be a quick and simple general feedback form or it can offer plenty of space for responses. The best way of collecting feedback depends on the activity and customers. When the user of the service is not the same as its payer, feedback should be collected from both sides. Feedback

can also be collected from the families of the special group customers. Partners, such as any subcontractors and other interest groups, can provide valuable information on the development needs of the services.

For special groups, who cannot provide structured, complex feedback themselves, it is a good idea to plan a form that is easy to understand and fill in. The feedback form could use, for example, smiley faces to establish if the customer's service experience has been successful. This kind of easy-to-use form can also be used with other customer groups.

The achievement of the customer's well-being goals, i.e. the effectiveness of the Green Care service, is the single most important factor reflecting the success of the service and is measurable through customer feedback. Other pieces of information that are gathered from customer feedback can include, for example, how well nature-orientation was achieved, was the service provider's attitude friendly and was sufficient instruction given.

Successful after-sales measures can improve the service experience of the customer. To thank the customer for their feedback is a part of normal operations and a part of the after-sales procedure.



3.3. Feedback system

3.3.1. Charting the feedback system	Yes	Not applicable to us	No - state when it will be carried out
We have a system to collect and process customer feedback			
We have a system to collect and process feedback by partners, family members and the payer			
We go through all feedback regularly and follow specific criteria			
We use the feedback to further develop our Green Care service			
We have appointed a person to be responsible for the customer feedback system			

3.3.2. We collect feedback during the service in the following ways:

3.3.3. After the service, we collect customer feedback in the following ways:

3.3.4. We collect feedback from partners, family members and service payers in the following ways:

3.3.5. We process feedback as follows (how often, who is involved etc.):

3.3.6. We react to the feedback and initiate improvements in the following manner (how quickly, whose responsibility is it to do something etc.):

3.4. Quality management of Green Care service

All the sections of this Manual are associated with quality management of Green Care services. When filled out, this Manual, together with the Safety Document (and, in the case of social and health care services, the In-house Control Plan) can be used as the Green Care Quality Manual. The Green Care Quality Manual, Safety Document and In-house Control Plan are basic tools in the quality management of Green Care service activities. For all three documents and all quality management activities, company- and unit-specific persons in charge must be appointed and the updating of instructions completed.

The Safety Document is one of the quality management tools. Completing a safety plan is recommended for all Green Care services, regardless of whether or not legislation requires it, for this type of service. The document must cover, in detail, all the safety aspects relevant to the service in question: a general emergency plan or similar plan for the whole company is not sufficient, if it has not taken into account nature outings or having animals involved, and these elements are part of the service. A Safety Plan (/risk assessment) must be appended to each Quality Mark application, one for NatureCare and one for NatureEmpowerment. The Finnish Safety and Chemicals Agency (Tukes) has compiled instructions for the preparation of a Safety Document. The instructions can be found on the Agency's homepage: <http://www.tukes.fi/>. More instructions and safety document templates are available on the Green Care association homepage. <http://gcf Finland.fi/>.

An In-house Control Plan is also a quality management tool that can be used to monitor and develop the quality of the services in daily activities. Plan achievement can be assessed through self-assessment, customer feedback and, when needed, with the help of external and peer assessments. An In-house Control plan must be appended, when applying for the NatureCare quality mark. Valvira, the National Supervisory Authority for Welfare and Health, has compiled a set of instructions and a form template for completion of an In-house Control plan for social and health care services; it is available on the Authority's homepage: <http://www.valvira.fi/>. The In-house Control Plan can also be individually completed, i.e. it is not obligatory to use the form designed by Valvira. However, an individually completed In-house Control plan must cover the matters noted in the In-house Control Plan, depending on the type of the service.

The In-house Control Plan questions are, in part, the same as the ones in this Manual. The emphasis of this Quality Manual is on the Green Care elements of service, whereas the In-house Control Plan covers the operations as a whole. When a question is identical on both forms, you can use the text editor copy-paste commands to copy the answer to both documents, or you can cite the other document in the answer.

The following checklist includes the central quality issues relevant to the Green Care service provision.



3.4. Quality management of Green Care service

3.4.1. Checklist for quality management of Green Care service	Kyllä	Ei koske meitä	Ei – tehdään milloin?
Service description (Chapter 1, Chapter 2 and Chapter 3)			
We have completed the service description of our service by filling out this Manual.			
We have compiled a Process Description of our Green Care service			
We have assigned a person the responsibility of updating the Manual			
Laws and official regulations (Section 2.2)			
We understand and comply with the laws and official regulations that govern our operations.			
Values and responsibility (Section 2.2.)			
We are familiar with the Ethical Guidelines governing our professional field and have undertaken to comply with them.			
We are familiar with the Ethical Guidelines governing the Green Care activities and have undertaken to comply with them.			
We have determined values for our Green Care activities.			
All our operations take our values into account.			
Competency and well-being of staff (Section 3.1.)			
We possess adequate professional competence to provide the services or can obtain the required professional competency from a partner.			
We have appointed a person to be in charge of Green Care services.			
We have appointed a person to be in charge of animal well-being.			
We possess adequate expertise in the field of nature-based Green Care working methods.			
We have a plan for the development of the Green Care competence of our staff.			
Our staff possess adequate customer encounter skills.			
We have a plan for the development of the Green Care customer encounter skills of our staff.			
Our entire staff is committed to the production of Green Care services.			
We monitor the well-being of our staff and react to any weaknesses.			

Collaboration (Section 3.2.)			
We have concluded any and all collaboration agreements in writing.			
Organising the flow of information (Section 3.2.)			
We use a communication system that ensures the flow of information among the staff			
We employ a system that works and ensures the flow of information between staff and customers (and possibly the customer's family members).			
We employ a system that works and ensures the flow of information between the unit staff and other interest groups, for example our partners.			
Feedback system (Section 3.3.)			
We have a procedure for the collection and processing of customer feedback			
We have a procedure for the collection and processing of other kinds of feedback			
We use the feedback to further develop our Green Care service			
We have a person who is responsible for our feedback system, and this person will react to any deviations in quality immediately.			
Palautejärjestelmällämme on vastuhenkilö, joka puuttuu laatupoikkeamiin välittömästi			
Safety (Section 3.4.)			
We have prepared a safety document for this service and type of operation			
We have assigned a person to be responsible for safety			
We give all staff members a safety introduction			
We provide an introduction to the safety instructions to all customers			
In-house control (Section 3.4)			
We have prepared an In-house Control Plan and an In-house Control Update Plan			
We have appointed a person responsible for In-house Control activities			
Follow-up, assessment and development system (Section 3.4.)			
We use this Manual, complete with a Safety Document (and possibly an In-house Control Plan) as a quality management tool.			
We have appointed a person to be responsible for quality management.			

3.4.2. Which areas for development were detected and what are your action plans?

3.4.3. Where can the existing documents be found?

We have recorded a Process Description of our Green Care service, as a part of this Manual (Section 2.5

We have completed a Process Description of our Green Care system, at an earlier stage, and it is available in:

The Safety Document and In-house Control Plan are available at:

If the unit uses an existing quality system or Quality Manual (other than this Manual), please note this and provide its location here:

4. Examples of quality criteria for the different forms of Green Care activities

In this section, examples of the quality criteria, specific to certain activities, are provided. Under Section 2.2., in "Values and responsibilities governing the Green Care activities", you will find a question, where the service provider can record the quality criteria relevant to the various types of activities. These examples have been collected during the *VoiMaa!* project, in the quality section of the project, using various Finnish and international sources and by interviewing Green Care experts and companies.

These criteria examples can be used as is or edited, or the service provider can compile other criteria that are applicable to the activities. The purpose of the criteria is to highlight the special characteristics of the operation and the ways in which we try to guarantee an ethical, high-quality working method.

Animal-assisted activities

- Safety issues connected to the animal-assisted activities, both for the customer and the animals, have been recorded in the Safety Plan, as has a plan of action, should a risk be realised.
- The well-being of animals is taken into account, in every situation, for example, sufficient rest and recovery times for the animals following customer contact or travel time.
- The animals are attended to and their well-being is ensured by a person appointed to the duty, during and after any customer contact.
- The person who is responsible for animal welfare possesses adequate competence, skills and experience of the factors that contribute to the well-being of the species and the individual animal.
- The animals involved in animal-assisted activities are regularly examined by a veterinarian and in good health.
- The animal's suitability for customer activities has been assessed (a test has been developed for the animal species or the assessment is provided by the owner) and any animal involved in customer activities must be people-friendly, reliable and easy to work with.
- Regulations concerning the animal species, laid down in the prevention of cruelty to animals legislation, must be

known and followed (for example, from the booklets published by the Finnish Food Safety Authority Evira).

- Back-up plans exist for unexpected situations (the animal falling ill or other reasons the animal cannot take part in customer activities, weather reservations, etc.)
- There is a back-up plan available for situations in which animal-assisted activities cannot take place (for example: there is no benefit to the customer; the activities are a risk to the well-being of the customer, counsellor or animal; no staff needed for the animal-assisted activities are available etc.).
- When the activities were being planned, we checked for any allergies, fears etc. the customer may have and they have been taken into account in the planning.
- If the customers have physical disabilities, limiting their mobility or other special needs, then accessibility, possible assistive products and a need for extra guidance have been taken into account.
- Any personal protective equipment needed is available for the customers or they are informed, in advance, of the equipment they must have (helmet, shoes, gloves etc.)

Garden activities

- Safety issues connected to the garden activities and a plan to avoid them have been recorded in the Safety Plan as has a plan of action, should a risk be realised.
- If the customers have physical disabilities limiting their mobility or other special needs, accessibility, possible assistive products and need a for extra guidance have been taken into account.
- No poisonous plants are usually used in the activities; if they are, special caution must be taken.
- The counsellor involved in garden-assisted activities is aware of any poisonous or highly allergenic plants that are used in the activities.
- If fertilisers or similar chemicals are used in the garden activities, they must be kept out of reach of any risk groups or animals and they are handled by a skilled person.

- When the activities were being planned, we checked for any allergies the customer may have and they have been taken into account, in the planning (allergic to plants, insects etc.).
- Any personal protective equipment needed is available for the customers or they are informed in advance of any equipment that is needed (gloves, appropriate footwear, clothing according to weather in outdoor chores).

Nature-assisted activities

- Safety issues connected to nature-assisted activities and a plan to avoid them have been recorded in the Safety Plan as has a plan of the action, should a risk be realised.
- If the customers have physical disabilities, limiting their mobility or other special needs, accessibility, possible assistive products and a need for extra guidance have been taken into account.
- When out in nature, the Finnish everyman's right (freedom to roam) and responsibilities are observed.
- It is forbidden to litter or otherwise spoil the environment.
- In nature-assisted activities, there must be sufficient staff to meet the number and needs of the customers.
- The maximum number of guests has been specified in advance, as have any restrictions on participation, reservations on conditions and other similar limitations that apply to organising the activities.
- There must be an adequate amount of protective equipment available for the customers or the customers are informed in advance of any equipment they must bring.

Green Care activities at farms

- Safety issues connected to farm-assisted activities and a plan to avoid them have been recorded in the Safety Plan as has a plan of the action, should a risk be realised.
- The people in charge of offering guidance to the customers are aware of the needs of the customers and the special characteristics of farm-assisted activities, in order to guarantee the safety of the operations.
- If the customers have physical disabilities limiting their mobility or other special needs, accessibility, possible assistive products and a need for extra guidance have been taken into account.
- Dangerous substances, equipment and tools must be kept out of reach of children and other risk groups.
- Any dangerous places (unexpected differences in heights, risk of falling etc.) have been eliminated or protected.
- If only a certain area of a facility is used in the customer activities, the spaces that are excluded are indicated clearly and, if necessary, access has been prevented.
- The size of the customer groups, the number of staff, reservations due to conditions and other similar restrictions concerning the setting for the customer activities have been determined in advance.
- There must be an adequate amount of protective equipment available for the customers or the customers are informed, in advance, of any equipment they must bring (protective clothing, footwear, hearing protectors etc.).



Notes