Adults’ Health and Care

Care Governance Strategy

2018
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Foreword

**Good governance is essential in social care services.** It requires good decision making in order to positively affect the way in which we work – on our policies and practices, our working relationships, and our own individual conduct as officers.

When I consider some of the serious failings in health and social care over recent times what is clear is that a failure of organisational governance has usually had a part to play.

For example, a key action from the Winterbourne View report states:

"We expect directors, management and leaders of organisations providing NHS or local authority funded services to ensure that systems and processes are in place to provide assurance that essential requirements are being met and that they have governance systems in place to ensure they deliver high quality and appropriate care."

As we move through ever more challenging times, good governance has never been more important within health and social care.

The department’s leadership team has spent time considering the care governance arrangements for our department. Whilst we may have fewer resources available to us, I am clear that the services we both commission, as well as those we provide directly, need to be the best that they can be. Good governance will help us to achieve this important goal. I am therefore pleased to be presenting this Care Governance Strategy for Adults’ Health and Care as a high level summary of our approach to Care Governance.

**Graham Allen**
**Director, Adults’ Health and Care**
Introduction

Purpose
The purpose of this document is to lay out the care governance strategy for the Adults’ Health and Care Department, so that it is clear and easy to understand for staff, service users and partners.

As outlined within the Department’s Strategy keeping people safe is a critically important part of our obligations and we take this very seriously. The Care Governance Strategy outlines the importance of good governance in enabling staff, partners and those using services to have confidence that the department is effectively run, with clear decision making processes in place.

Additionally, this strategy will give assurance that Adults’ Health and Care as both a large direct provider and a commissioner of services can continue to meet its aims and objectives, particularly during periods of change, transformation and learning.

The Department’s Vision is underpinned by some key principles and values, and a number of these are at the centre of care governance. The Five Year Strategy outlines the population make up and data for Hampshire underlining the geographical, ethnic, economic and health diversity within the county.

Good Governance
Governance is about authority, decision making and accountability. Within an organisation, the term ‘governance’ determines who has authority, who makes the decisions, and how the organisation is kept accountable.

Care Governance can be defined as ‘a framework within which personal social service organisations are accountable for continuously improving the quality of their services and taking corporate responsibility for performance and for providing the highest standard of social care’ (Best Practice, Best Care 2002).

Definition of Clinical Governance in Public Health
Adults Health and Care will commission a number of services in order to fulfil their duties alongside directly providing some services to the local population in some instances, and to other commissioners, for example healthcare public health advice.

In commissioning services we will ensure that appropriate clinical governance arrangements are put in place. ‘Clinical Governance (CG) is the framework through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish. The Department’s Public Health team will ensure that robust systems are in place to fulfil their obligations.

Definition of Care Governance
Social care governance is a framework for making sure that social care services provide excellent ethical standards of service and continue to improve them. Our values, behaviours, decisions and processes are open to scrutiny as we develop safe and effective evidence-based practice.

Good governance means that we recognise our accountability, we act on lessons learned and we are honest and open in seeking the best possible outcomes and results for people.

(Definition based on work of the Social Care Governance Working Group, Somerset)
National landscape for governance
Many organisations contribute to governance responsibilities across the social care sector. To enable delivery of this strategy, Adults’ Health and Care recognises the importance of:

- Keeping up to date with current legislative and sector changes
- Working closely with partner agencies
- The necessity to understand the links within the wider community and other parts of the County Council.

Illustration (1) below captures different organisations’ roles, in overseeing care governance at a national and local level.

Vulnerable groups in Hampshire
Adults’ Health and Care currently provides services to 2,800 people living with a learning disability. The prevalence of dementia in Hampshire is above national and regional levels equating to 12,069 people registered as living with dementia in Hampshire. Dementia mortality rates are also increasing in the county.

Nationally it is estimated that there are over two million carers aged 65 and over, 417,000 of whom are aged 80 and over, presenting implications for service provision. Alongside this, Adults Health and Care also provides services to people with a mental illness, physical disabilities, sensory loss and young people in transition to adulthood who are assessed as having care and support needs.

Such challenges and changes require robust, evidence based planning, with a clear governance strategy to ensure the quality of provision is sufficient to keep people safe, and enable them to enjoy a good quality of life.
Scope and definition of this strategy

This Care Governance Strategy covers all adult social care activity and public health and services provided directly by Adults’ Health & Care as well as those we commission. It includes social care services delivered within formal partnership arrangements such as Section 75 agreements (under the National Health Services Act 2006) and the commissioning of joint arrangements with the NHS. It is vitally important that all activity is seen in the context of the wider system and all opportunities maximised for joint and collaborative working. It is an overarching strategy to ensure that all activity is monitored and appropriately risk assessed, managed and reviewed. Actions will then be taken in order to mitigate any identified risks. The SCIE Publication ‘Social Care Governance: a workbook based on practice in England’, identifies four core elements of social care governance, under the themes identified by the Quality Standards for Health and Social Care (amended for England). The themes are: Leadership and Accountability, Safe and Effective Practice, Accessible, Flexible and Responsive services and Effective communication and Information.

This strategy has further developed the SCIE Model with additional emphasis on prevention and early intervention. This strategy is built around six principles; these are six areas which have been widely recognised as key components of a robust care governance framework or strategy. This strategy will provide a meaningful and joined up approach to governing the work of Adults’ Health and Care. The six Care Governance principles are shown in the illustration (2) below.

Each of the principles are delivered through the current everyday practice of Adults’ Health and Care.
Current Governance Arrangements

The Adults’ Health and Care Departmental Management Team delegates authority to oversee and manage all aspects of care and governance to a Care Governance Board at a strategic level. The Board provides strategic oversight to ensure that the care governance priorities of Adults’ Health and Care are delivered effectively across the department.

The main objectives of the Care Governance Board are to ensure that:

- The framework for governance is appropriate, clearly defined, documented and regularly reviewed
- Leadership, membership and accountability arrangements are in place
- Care governance performance is monitored and is effective in ensuring services are continuously improved
- The department operates a system of sound governance, incorporating feedback from service users and carers at all levels
- That risk in the department is mapped, regularly reviewed and that any controls in place give adequate assurance
- There is a culture of openness which supports reporting and sharing of good practice, mistakes and adverse events and a commitment to learn from these.

Whilst care governance is everyone’s responsibility the department has a dedicated team who oversee the care governance framework.

A manager within the same team coordinates the departmental risk register, thereby ensuring all identified risks are monitored to assess the effectiveness of the controls in place.

In everyday practice the governance work of the department includes such activities as:

- Writing policies and guidance
- Undertaking investigations and responding to complaints
- Conducting audits
- Working on key projects
- Developing and contributing to strategies
- Risk assessment and management
Other activity that provides assurance to the department includes:

- Oversight of the Hampshire Safeguarding Adults Board which is a multi-agency partnership providing strategic leadership for adult safeguarding across the local authority area

- Specialist strategic safeguarding consultant roles that work across the county and use their expertise to provide support and guidance with complex enquiries

- The Client Affairs team who provide financial safeguards and risk management by managing property and financial affairs for individuals who lack capacity and have no-one else able to support them

- The Quality Outcomes and Contract Monitoring (QOCM) framework - intended as a preventative measure to assess and monitor the quality of commissioned provider services and provide quality improvement support where this is required. Alongside this approach, clear protocols to respond to the Care Quality Commissions (CQC) enforcement action

- A detailed step by step process of how to respond to business interruptions or failure of a provider service and rapid response support in the event of these occurring

- A well defined structure for staff to follow when reporting and investigating adverse incidents, with mentoring and guidance for staff who are new to investigative work

- A coordinated approach to workforce development at all levels of the department, including clear training pathways for staff according to role

- Managing information and data sets are developed and analysed regularly to allow for trends analysis and forecasting

- A clear framework for the approval and warranting of Approved Mental Health Professionals (AMHPs) to ensure statutory compliance with Mental Health Act 1983 regulations

- Senior oversight to manage and monitor responsibilities in respect of Guardianship (s7) Mental Health Act 1983

- Continuous improvement being core to what we do. This includes investment in value based recruitment, process improvement tools and programmes and workforce development which are key to the success of the department today and in the future.

All of the above are underpinned by harnessing joint opportunities with the NHS at both a commissioner and provider level for integrated, co located and jointly developed services where these bring positive outcomes for service users and carers.
Next steps – What we will do

Hampshire County Council’s Adults’ Health and Care Department will:

- Implement a new Learning Management System (LMS) in October 2018 which will mean significantly improved assurance on performance and compliance with statutory and mandatory learning across the department.

- Allow managers through the LMS to be able to monitor development and staff will be able to see the required mandatory learning for their roles with an expectation of increased personal responsibility for their own learning by January 2019.

- Allow those who are required to recruit staff to be trained to use a values based approach to recruitment, induction and development; this will support recruitment and retention of people who share and demonstrate in practice the values defined within the Departmental vision.

- Through the delivery of person centred, resilient and accountable services, Adults’ Health and Care will expect all homes to be performing at a good or outstanding level and for this to be recognised when inspected.

- Develop a systematic approach to review critical incidents and complaints, ensuring good practice is disseminated across all operational teams by April 2019.

- Provide further professional training of Adults’ Health and Care qualified staff around mental capacity and embedding of strengths based approaches to support people to make decisions and plans regarding their future care by March 2020.

- Use the Quality Outcomes Contract Monitoring framework to ensure Adults’ Health and Care has a robust approach to monitoring and responding to information about the provider services we commission.