West Dunbartonshire
Health & Social Care Partnership

West Dunbartonshire HSCP

Staff Governance & Practice Governance Monitoring Framework *2016/2017*

NHS Greater Glasgow and Clyde

West Dunbartonshire COUNCIL

Index

Section	Subject	Page
	Introduction	3
	Key to assessment	4
	Priorities for our workforce	5
1	Well Informed	6
2	Appropriately Trained and Developed	8
3	Involved in decisions	9
4	Treated fairly & consistently with dignity and respect, in an environment where diversity is valued	10
5	Provided with a continuously improving and safe working environment, promoting the health & wellbeing of staff, patients/service users and the wider community	11
	Key Achievements	13
	Priority Areas	14

Introduction

The HSCP Clinical and Care Governance Group works in accordance with the National Framework for Clinical and Care Governance, with its remit being to provide direction, monitoring and scrutiny for integrated services in relation to:

- *Quality Assessment*
- *Risk Management*
- *Service User Feedback*
- *Continuous Improvement*
- *Staff Governance*

Staff Governance is a system of corporate responsibility for the HSCP, the HSCP understands accountability for the fair and effective management of all staff.

Running parallel to this commitment is the HSCP Strategic Plan which supports the commitment to develop a joint strategy and support plan for the HSCP workforce.

Key

Performance on target and improving	
Performance on target and deteriorating	
Performance not on target but improving	
Performance not on target and deteriorating	
Performance nearly on target and improving	
Performance nearly on target but deteriorating	
Performance status unchanged is represented by this symbol with the appropriately coloured arrow	
Data not available	

Priorities for Our Workforce

Our Key priorities for the workforce are addressed through the HSCP Workforce & Organisational Development Strategy, building on joint workforce planning across the HSCP, together with the commitment of the principles of staff governance.

That staff should be well informed; appropriately trained; involved in decisions which affect them; treated fairly and consistently; and provided with an improved and safe working environment.

We aspire to have a capable sustainable workforce that works in an integrated way through effective leadership and management.

1. Well Informed/*Information Sharing and Joint Working*

	Target	Evidence of Application	Leads	Status
1.1	Staff are aware of information about the HSCP/NHSGG&C/WDC	▪Core Brief/Team Brief/Chief Officer Staff Brief/ Staff News Magazine ▪Website – internet and intranet ▪Team meetings, Senior Management Team Meeting, Senior Management Network. ▪ Joint Staff Forum ▪ WDC Employee Liaison Group	SMT	G
1.2	Communicate and maintain staff awareness of staff governance and report to Joint Staff Forum	▪Monitoring through Joint Staff Forum. ▪Link to WDC Employee Liaison Group. ▪Staff Governance/Practice Governance item on staff meetings. ▪Quarterly Report to Partnership Joint Board.	SMT JSF	G
1.3	All staff have access to communication channels which offer the opportunity to give and receive feedback on HSCP/NHS/WDC issues	▪Joint Staff Forum. ▪Individual meetings/team meetings with staff. ▪Staff Survey/ Health and Wellbeing Survey ▪Promote participation in Professional practice networks. ▪NHSGGC FTFT intranet site ▪WDC Be the Best intranet site. ▪iMatter Implementation	SMT C&CG Forum JSF	Y
1.4	All staff have access to communication systems which is available through IT systems, staff will be provided with appropriate training/support to know how to use them	▪NHS E learning website accessible to all HSCP employees. ▪WDC E-Learn zone accessible to all HSCP employees. ▪In Progress support to staff through KSF and PDP programmes ▪ HSCP Induction portal.	SMT	Y
1.5	Staff are informed about clinical and care governance	▪Staff conform to professional regulations/codes of practice. ▪Staff have access to professional networks/professional supports. ▪SSSC requirements/codes of practice. ▪HCSW principles applied to by roles. ▪Clinical and Care Governance Monitoring throughout HSCP. ▪Clinical and care governance enacted through five domains within HSCP. ▪ Clinical and Care Governance Forum. ▪Clinical and Care Governance Symposium.	SMT C&CG Forum	G

1. Well Informed cont...

	Target	Evidence of Application	Leads	Status
1.6	Ensure staff are aware of HR policies	▪Staffnet/HR & OD Knowledge portal. ▪Meeting Structure, regular HR Updates. ▪Access to HR team. ▪Manager/Staff Briefings. ▪Joint Accountabilities Framework. ▪Monitor Staff Survey results, communicate through JSF/ELG/Core/Team Briefs.	HR/SMT/JSF	G

2. Appropriately Trained and Developed/ Developing Knowledge and Skills

	Target	Evidence of Application	Leads	Status
2.1	HSCP Learning and OD Plan being developed and implemented	▪HSCP Workforce and Organisational Development Strategy and Support Plan. ▪System in place for development of Integrated Learning Plan. ▪HSCP Induction portal. ▪Corporate & local induction processes in place. ▪Local sector specific packs in place. ▪Plan will inform CPD priorities identified for each sector identified through PDP/PRTL and statutory / mandatory lists ▪Training calendar highlights availability of development opportunities for all staff./ELearn Resource Catalogue ▪HSCP Protected Learning Events. ▪Care and Admin apprenticeships underway.	OD/ L&E & SMT	
2.2	KSF review and PDPs undertaken annually	▪All KSF reviews and PDPs recorded on eKSF (NHS). ▪All PDPs recorded (WDC) and reviewed in accordance with policy.	SMT/ C&CG Forum	
2.3	Process for monitoring Professional registration is in place	▪Quarterly report submitted to Chief Officers/NHS Board on professional nursing registration status. ▪Revalidation implementation. ▪Roll out of SSSC and monitoring for SSSC registered staff. ▪Healthcare support worker code of conduct. ▪Self responsibility for ensure registration is up to date ▪Manager ensure registration is regularly monitored locally.	SMT	

3. Involved in
Decisions/Risk, Discretion and Decision Making

	Target	Evidence of Application	Leads	Status
3.1	A framework for collaborative working exists to enable staff involvement through their trade union/professional organisation representatives	▪Joint Staff Forum meets regularly. ▪Minutes and papers are disseminated widely and regularly. ▪Employee Liaison Group. ▪Discussed at team meetings. ▪Engaged in HSCP service developments. ▪Joint Accountabilities Framework.	JSF	G
3.2	All staff have the opportunity to be involved in planning and development decisions that affect them	▪Staff are involved in service development, different levels of change appropriate to role. ▪Introduction of Change Champions ▪Regular service development sessions. ▪Public Service Improvement Framework (PSIF) regularly used locally for service improvement. ▪Recognised structure in place for bringing service proposals to SMT. ▪Back to the Floor Project. ▪Staff are engaged with planning and service development, local implementation groups established e.g. healthy child programme ▪Service developments are discussed at Joint Staff Forum ▪SMT/Extended Management Team actively encouraging seeking feedback.	SMT	G
3.3	Systems exist to allow for comment/involvement of uni & multi professional groups	Clinical and Care Governance Forum, with work underway to embed within HSCP with reference to supporting staff in continuously improving the quality and safety of care.	SMT	G
3.4	Workforce Plan developed and implemented	▪ HSCP Workforce plan integrated into service planning, financial planning and organisational development. ▪New HSCP Workforce and Organisational Development Strategy and Support Plan developed.	SMT	G

4. Treated fairly & consistently, with dignity and respect, in an environment where diversity is valued/Guidance Consultation and Supervision

	Target	Evidence of Application	Leads	Status
4.1	Best practice HR policies in place and communicated to staff	▪HR Policies in place within WDC/NHS GG&C. ▪ Joint awareness raising sessions available HSCP managers. ▪Team brief/core brief/staff news means to communicate new policies ▪All Policies available via Staffnet/HR & OD knowledge portal. ▪HR Connect development and roll out. ▪HR21 development and roll out. ▪Regular reports to JSF on attendance management, discipline, grievance & capability.	JSF/HR/ SMT	
4.2	HSCP will support Healthy Working Lives Initiative.	▪ HSCP achieved gold award – with the assessor's commenting that approach taken in West Dunbartonshire was good practice. ▪ HSCP Maintenance of gold award. ▪ Dedicated HWL Steering Group meeting quarterly. ▪ Stress Management Workshops. ▪ New Occupational Health Supplier WDC. ▪ HSCP Health and Safety Committee	HSCP Healthy Working Lives Group HSCP Health & Safety Committee	
4.3	Pay & terms and conditions are applied appropriately in accordance with each organisational pay modernisation system of AFC/Single Status	▪ Improve and maintain that all staff have KSF review/PDP recorded. ▪Ensure and monitor consistency and fairness of approach to e.g. special leave and study opportunities. ▪Mechanisms in place to monitor and analyse staff turnover. ▪Policies are monitored and evaluated within both organisations.	SMT	
4.4	Staff Survey – seek and respond to views of staff	▪NHS & WDC regularly issue Employee Surveys to seek views of staff on a range of issues – healthy working lives staff health survey, WDC Employee Survey and NHS Staff Survey. ▪2015 NHS and WDC Staff Survey results recently analysed and actions indentified.	SMT/ C&CG Forum	

5. Provided with a Continuously Improving and Safe Working Environment/ Self Regulation

	Target	Evidence of Application	Leads	Status
5.1	Integrated Health and Safety Committee	▪Clear H&S practitioner and advisor practice in terms of integrated site advice with consistent advice to joint teams ▪Identified managers have clear site responsibilities, thus promoting consistency across services. ▪Clear established structural accountability. ▪Introduction of managers manuals across HSCP. ▪Training for joint managers. ▪ FIG implementation. ▪ Joint protocols being developed for MARS. ▪ Dedicated page on intranet websites.	SMT NHS GG&C/ WDC H&S	G
5.2	Appropriate occupational health and safety arrangements are in place as a means of improving the heath and wellbeing of staff and minimising sickness absence.	▪Occupational Health Service (OHS) accessible. ▪Health and Safety department accessible. ▪Fire wardens/first aiders in place. ▪H&S pages accessible. ▪Health surveillance as appropriate e.g. night workers.	OHS/ H&S	G
5.3	All workplaces should ensure that the personal health and safety of patients/service users and staff is paramount.	▪Ensuring good health and safety practice in line with relevant organisational practices and legislative requirements. ▪Promoting positive health and safety practice. ▪Allocation of capital funding prioritises H&S ▪NHS capital funding includes allocated budgets for: a) premises maintenance; b) backlog (or remedial) maintenance; c) capital improvements. ▪Any concerns are detailed by local managers in risk assessments and addressed by the Head of Service as appropriate Hazard, safety and medical device notices are issued with the requirement for a feedback from managers on the action taken to address the particular issue in their area. ▪Datix/Incident reporting systems in place.	SMT/ C&CG Forum	G

5. Provided with an improved and safe working environment cont....

	Target	Evidence of Application	Leads	Status
5.4	The personal health and safety of patients/service users and staff are paramount in the design and operation of services.	▪H&S is a standing item on the Senior Management Team and Local partnership Forum agendas; ▪Patient/service users/staff involvement in capital planning ▪Health & Safety is a standing item on all service management team agenda	SMT/Health & Safety Forum	
5.5	Equality & Diversity	▪Equality & diversity training. ▪E-learning modules. ▪Organisational Policies. ▪All staff have access to equality training. ▪Statute to monitor and publicly promote.	SMT/ C&CG Forum	
5.6	Integrated approach to supporting stress	▪Corporate head for HWL ▪ Established Stress Working Group ▪Adapted HSE management standards ▪Organisational risk assessments taken forward regularly. ▪Rolled out stress workshops ▪E-learning module Mentally Healthy Workplace. ▪Development of stress prevention toolkit.	HWL Group C&CG Forum	

Key Achievements

- One of first areas in Scotland to secure approval of Integration Scheme for new Health & Social Care Partnership (HSCP).
- One of the first areas in Scotland to already have in place an integrated Workforce Development Plan – updated to be Integrated Workforce and Organisational Development Strategy.
- Successful achievement through joint application and annual assessment to maintain HWL Gold award, with approach recognised as good practice.
- Established integrated Health and Safety structure.
- Establishment of local stress sub-group, with best practice underway to undertake organisational stress risk assessment.
- Establishment of Clinical and Care Governance Forum, meeting bi-monthly.
- Approved Strategic Plan
- National recognition for a number of HSCP areas of work – LinkUp initiative (with WD CVS); Integrated Palliative Care Programme; and Youth Mentoring Scheme.

Priority Areas

Target	Action	Lead
Workforce & OD Development Strategy	Bringing together a HSCP integrated workforce approach in partnership with NHS/WDC and staff side/trade union colleagues. Assessing and implementation workforce structures which arise from integrated Health & Social care Partnership.	JSF
Staff Survey Analysis	Prioritising to be agreed with focus on bringing together areas for improvement and achievements for HSCP.	SMT
Maintenance of HWL Awards	Raising awareness of how staff and managers can continue to achieve maintenance of HWL Gold award and continue with programme of activities and action plan for attendance management. Resilience Toolkit – bringing together practical resource for staff to use in understanding what drives their own well-being at work.	HWL Steering Group SMT
Improve and Maintain Performance for KSF and PDP.	Improving and maintaining performance for KSF and PDP Reviews ensuring PDPs are in place across the workforce. Raising awareness on improving PDP to help staff understand how it helps them with their role.	SMT HR/OD
Promoting integrated H&S structure	Maintaining the established ways of working which supports the recognised HSCP Health and Safety Committee and oversee actions across HSCP.	SMT/Health & Safety Committe