



Review Sheet




Last Reviewed
23 May '23



Last Amended
23 May '23



Next Planned Review in 12 months, or
sooner as required.

Business impact	 <p>MEDIUM IMPACT</p> <p>Changes are important, but urgent implementation is not required, incorporate into your existing workflow.</p>
Reason for this review	Scheduled review
Were changes made?	Yes
Summary:	This policy outlines good governance and how a service can continually improve through monitoring, audits, etc. It has been updated with minor wording changes. References have been checked and updated to ensure they remain current.
Relevant legislation:	<ul style="list-style-type: none"> • The Health and Social Care Act 2008 • The Care Act 2014 • Health and Safety at Work etc. Act 1974 • Data Protection Act 2018 • UK GDPR • Health and Care Act 2022
Underpinning knowledge - What have we used to ensure that the policy is current:	<ul style="list-style-type: none"> • Author: GOV.UK, (2022), <i>Clinical Governance</i>. [Online] Available from: https://www.gov.uk/government/publications/newborn-hearing-screening-programme-nhsp-operational-guidance/4-clinical-governance [Accessed: 23/5/2023] • Author: CQC, (2022), <i>Regulation 17: Good Governance</i>. [Online] Available from: https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-17-good-governance [Accessed: 23/5/2023] • Author: Department of Health and Social Care, (2023), <i>Adult social care provider information provisions: guidance for providers on data collection</i>. [Online] Available from: https://www.gov.uk/government/publications/health-and-care-act-2022-adult-social-care-provider-information-provisions/adult-social-care-provider-information-provisions-guidance-for-providers-on-data-collection [Accessed: 23/5/2023] • Author: Royal Pharmaceutical Society, (2022), <i>Clinical Governance - Pharmacy guide</i>. [Online] Available from: https://www.rpharms.com/resources/quick-reference-guides/clinical-governance [Accessed: 23/5/2023] • Author: Scally, G and Donaldson, L, (1998), <i>Clinical governance and the drive for quality improvement in the new NHS in England</i>. [Online] Available from: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1113460/ [Accessed: 23/5/2023] • Author: Royal College of Nursing, (2016), <i>Clinical Governance</i>. [Online] Available from: https://www.rcn.org.uk/clinical-topics/clinical-governance [Accessed: 23/5/2023] • Author: Birmingham Hospitals, (2022), <i>The main components of clinical governance</i>. [Online] Available from: https://archive.uhb.nhs.uk/clinical-governance-components.htm [Accessed: 23/5/2023]
Suggested action:	<ul style="list-style-type: none"> • Encourage sharing the policy through the use of the QCS App
Equality Impact Assessment:	QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.



1. Purpose

1.1 To establish a framework within which Calico Group - Barley View can demonstrate accountability for continuously improving the quality of services, taking corporate responsibility for performance and providing the highest possible standard of clinical and social care.

1.2 To ensure that clinical governance is recognised within Calico Group - Barley View; and that ways of evidencing issues are monitored, highlighted, and reported on; and actions are robust.

1.3 To evidence that Calico Group - Barley View takes responsibility for maintaining the quality and safety of care and support through its structures, systems and processes.

1.4 To support Calico Group - Barley View in meeting the following Key Lines of Enquiry/Quality Statements (New):

Key Question	Key Lines of Enquiry	Quality Statements (New)
EFFECTIVE	E1: Are people's needs and choices assessed and care, treatment and support delivered in line with current legislation, standards and evidence-based guidance to achieve effective outcomes?	QSE1: Assessing needs QSE2: Delivering evidence-based care & treatment
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?	QSE2: Delivering evidence-based care & treatment QSE3: How staff, teams & services work together
SAFE	S2: How are risks to people assessed and their safety monitored and managed so they are supported to stay safe and their freedom is respected?	QSS4: Involving people to manage risks QSS5: Safe environments
WELL-LED	W1: Is there a clear vision and credible strategy to deliver high-quality care and support, and promote a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people?	QSW1: Shared direction and culture QSW2: Capable, compassionate and inclusive leaders
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?	QSW5: Governance, management and sustainability
WELL-LED	W4: How does the service continuously learn, improve, innovate and ensure sustainability?	QSW7: Learning, improvement and innovation

1.5 To meet the legal requirements of the regulated activities that {Calico Group - Barley View} is registered to provide:

- | The Health and Social Care Act 2008
- | The Care Act 2014
- | Health and Safety at Work etc. Act 1974
- | Data Protection Act 2018

- | UK GDPR
- | Health and Care Act 2022



2. Scope

- 2.1** The following roles may be affected by this policy:
- | All staff
- 2.2** The following Service Users may be affected by this policy:
- | Service Users
- 2.3** The following stakeholders may be affected by this policy:
- | Commissioners
 - | External health professionals
 - | Local Authority
 - | NHS
 - | Regulators



3. Objectives

- 3.1** To evidence a framework whereby Calico Group - Barley View is accountable for continuously improving the quality of its services and safeguarding high standards of care by creating an environment in which care is evidence based and will flourish.
- 3.2** To demonstrate a robust schedule of audit and monitoring to identify deficiencies and create a culture of continuous improvement.
- 3.3** Ensuring systems and processes are in place to understand and minimise risks to the people we support, staff and others. Having a clear process to learn from incidents, near miss events and creating an open and transparent culture.
- 3.4** Create a culture of continuing professional development, enhancing skills and knowledge and providing a robust process of competencies, supervision and appraisals for staff to ensure Calico Group - Barley View has a skilled and competent workforce.



4. Policy

4.1 Calico Group - Barley View understands the importance of conducting its business with a culture of openness, continuous learning and the management of safe practice, whilst always involving its Service Users as partners in their care. When providing any care or clinical service, Calico Group - Barley View will:

- | Ensure there are robust systems and processes that monitor and continuously improve the standard of care provided for Service Users
- | Promote quality and actively support all staff to carry out their roles and responsibilities to the best of their abilities
- | Promote a culture of openness, honesty and accountability, fulfilling its Duty of Candour responsibilities
- | Create and deliver services that protect and uphold a Service User's right to privacy, dignity, choice and respect
- | Undertake a dynamic approach to risk assessments to identify hazards and safely manage any service risks
- | Challenge poor care practices
- | Actively engage with Service Users, carers and other key stakeholders

4.2 Calico Group - Barley View understands that clinical governance is the recognition and maintenance of good practice, learning from mistakes and improving the quality of services provided to Service Users. Calico Group - Barley View recognises that Clinical Governance is relevant within the business and will ensure a culture of continuous improvement.

4.3 Clinical governance is also a framework through which organisations are accountable for continually improving the quality of their services and safeguarding high standards of care, by creating an environment in which excellence in care will flourish.

4.4 There is no single task which is clinical governance, but there are a series of processes which build up the picture that is clinical governance. These processes can be used by managers and staff to help improve and deliver high-quality services.

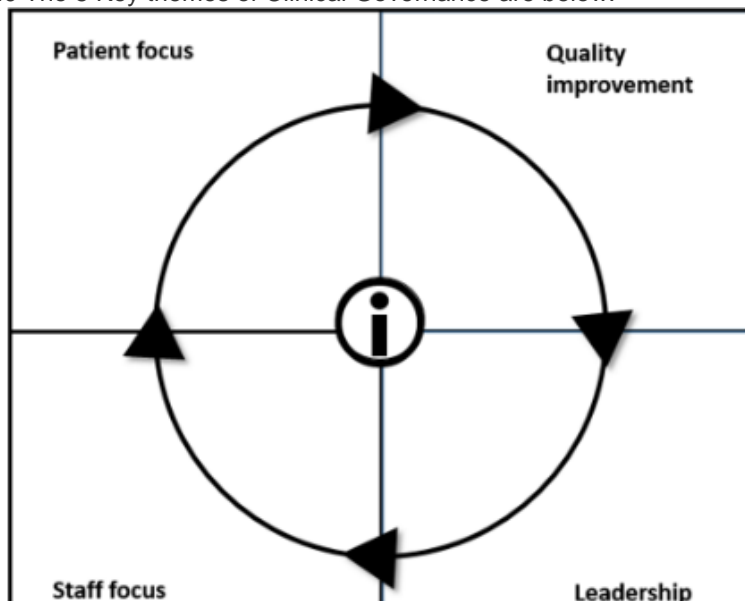
4.5 Information Governance, Data Protection and Cyber Security

Calico Group - Barley View will ensure that all policies and procedures (in particular, the areas of governance) comply with the standards and requirements of the Information Commissioner's Office (ICO) including registration requirements.

They will also provide a framework for compliance with both UK GDPR and the Data Security Protection Toolkit.

These policies are the framework for good governance and how Calico Group - Barley View manages information. The person responsible for Data Protection at Calico Group - Barley View is Ann Marie-Thornley.

4.6 The 5 Key themes of Clinical Governance are below:



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(RCN, 2019)

The processes to embed clinical governance are defined under the following areas:

- | Accountability
- | Audit
- | Clinical (or care) effectiveness
- | Continuing professional development
- | Involvement of people using services
- | Remediating underperformance
- | Risk management
- | Staff management

4.7 Clinical Governance Lead - Responsibilities

- | Have responsibility for the implementation, operation, co-ordination and review of governance systems and processes at Calico Group - Barley View. This will include the audit program, risk management systems and processes and key performance indicators
- | Ensuring that Calico Group - Barley View is compliant with current legislation and best practice relating to all areas of clinical governance
- | Ensure there is a clear process and structure for the monitoring of governance reporting across the organisation, to share learning and experiences; review key performance indicators and identify trends and themes
- | Ensure that complaints within Calico Group - Barley View are collated then analysed to identify trends and themes and to share learning
- | Have an organisational structure in place that defines leadership and accountability
- | Ensure that a corporate risk register is in place to monitor and evaluate the high risk strategic and business risks within Calico Group - Barley View
- | Creates a culture of continuous improvement
- | Ensure that policies and procedures within Calico Group - Barley View reflect best practice and relevant legislation, are reviewed regularly and are accessible to all Calico Group - Barley View staff
- | Ensure that clinical governance meetings are a priority within Calico Group - Barley View which focuses on key clinical performance indicators

4.8 Registered Manager Responsibilities

- | Be responsible for the overall management of Calico Group - Barley View
- | Ensure robust governance reporting across the organisation, and evidence shared learning and experiences; review key performance indicators and benchmarking
- | Ensure the audit programme at Calico Group - Barley View is followed, reviewed and that action is taken to address risk and improve quality of care
- | Delegate responsibility and hold staff to account for agreed actions
- | Create a culture of continuous improvement
- | Report statutory notifications and escalate concerns
- | Report via the Capacity Tracker the required mandatory data, as per the Health and Care Act 2022
- | Take a values-based approach to recruitment and promoting staff retention
- | Promote an open, transparent culture and learning environment
- | Ensure that there is ongoing compliance with regulatory and contractual requirements
- | Ensure compliance with policies and procedures
- | Ensure that there are enough staff with suitable skills, experience and knowledge
- | Review and learn from accidents, incidents (including safeguarding), complaints and share this learning with staff

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- | Act on results of audits and reviews of Calico Group - Barley View
- | Collate, report and use data to inform stakeholders of the quality of the service
- | Seek expert advice by working with other health professionals
- | Work within Codes of Conduct and act as a role model at all times

4.9 Responsibilities - Support Worker

- | Work within their job description and code of conduct
- | Provide the care as planned
- | Raise concerns and suggestions in a timely manner
- | Take responsibility for own professional development and attend all planned training and contribute to supervision sessions and annual appraisals. Identify own development needs
- | Identify personal learning needs
- | Always follow the policy and procedures
- | Work within Codes of Conduct and act as a role model at all times

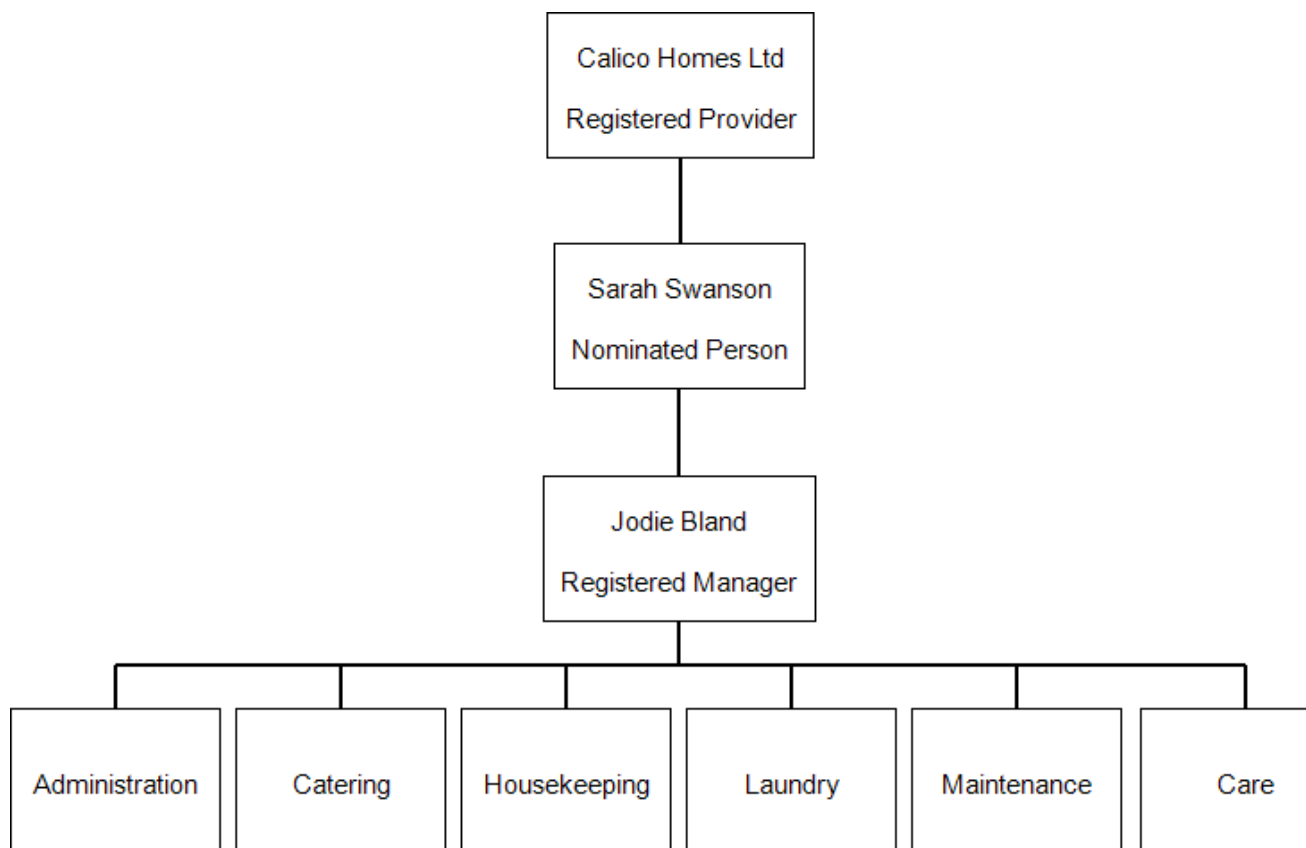


5. Procedure

5.1 All areas of the business are covered by clinical governance and a holistic and overarching approach will be used by Calico Group - Barley View to ensure that issues are identified, managed and addressed in order to continually improve practice and the service delivered to Service Users.

5.2 Organisational Chart

Calico Group - Barley View has the following Organisational Chart in place. This details the staffing structure within the service.



Staff should refer to the Calico Group - Barley View Business Plan for further details around staffing details and strategic plans.

5.3 When any new process or way of working is established, then an analysis and understanding of the impact of the change will be made. Any additional auditing, monitoring and review of the procedure will be established to ensure that there is robust and rigorous oversight. In addition, an analysis of the QCS Online Management System will be made to appreciate and embed any additional auditing tools and best practice guidance that may be available to support implementation.

5.4 In order to ensure that clinical governance covers all relevant aspects of Calico Group - Barley View, procedures have been identified using the QCS Management System.

5.5 The relevant procedural statement is high-level and identifies the areas that need to be covered and how they relate to clinical governance.

5.6 Accountability

- 1 Within Calico Group - Barley View there is a clear and structured approach to clinical governance, with all staff reporting to a line manager
- 1 Accountability of staff is defined within Calico Group - Barley View, with Jodie Bland being responsible for the overall management of services

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- | Clear lines are established, and where a member of staff is responsible for an individual procedure or process, this will be known by the staff member and any intervention, monitoring or action will be recorded and defined
- | Where there is an accountability for the informing of external stakeholders or the involvement of other organisations, then this will be arranged or completed by appropriate individuals (this would normally be Jodie Bland)
- | Any clinical staff will ensure that they work within their own professional codes at all times
- | All staff are aware of the Duty of Candour Policy and Procedure and the requirement to be open and transparent at all times
- | There is an Organisational Hierarchy Chart located within this policy and in the Business Plan of Calico Group - Barley View

5.7 Audit

- | Auditing is central to providing the evidence that process and clinical governance are being followed
- | Auditing is undertaken as a regular activity to ensure that standard procedures are followed, with actions identified to meet any deviation or shortfall from expected standards
- | Relevant audits in the areas of health and safety, medication management, infection control, care planning, safeguarding, environmental risks and other areas of Calico Group - Barley View are conducted, and processes identified in the QCS Management System are followed
- | Where possible, best practice such as NICE guidelines and The Royal Marsden Manual of Clinical Nursing procedures will be utilised to benchmark standards and performance
- | Calico Group - Barley View works in co-production with staff and the people supported to review the services and provide an additional perspective through initiatives such as 'Expert by Experience'
- | Themes, trends and risks from our internal and external audits and inspections at board level are reviewed and these are cascaded through the organisation through different forums
- | There is a robust Continuous Improvement Plan which identifies actions from audits and inspections, time frames and accountability
- | Continuous Improvement Plans focus on sustainability and that actions are shared across the organisation
- | The audit schedule is flexible to ensure that areas of concern are closely monitored, or additional audit and oversight is given when there are significant quality issues

5.8 Clinical Effectiveness

Effectiveness is about making sure the right people get the right care at the right place in an effective way. This can be achieved by ensuring:

- | The monitoring of clinical practice is undertaken to ensure adherence to procedures and to identify when any changes or further developments to practices are required
- | Areas such as nutrition, tissue viability, medication, falls and wound care are included in this process
- | Effectiveness is monitored and additional resources and support identified where appropriate, e.g. district nurses, GP or other community health support is clearly evidenced
- | When a clinical issue is beyond the knowledge, skills and experience of the staff involved, then additional support is identified to ensure that the issues are shared and the outcomes for the Service User improved
- | There is a review of key performance indicators such as falls, tissue viability, weight loss, infections, unexpected deaths, medication incidents, safeguarding and significant events. Trends and themes are analysed with evidence of clear actions to address through a review of policies, procedures, training or changes in practices
- | Care Plans are evidence-based and focus on outcomes, and are regularly reviewed for their effectiveness
- | Care Plans highlight risks and clear guidance on how the risks are managed
- | There is a review of complaints, and feedback from surveys, meetings and other forums are reviewed with evidence of clear actions to address through a review of policies, procedures, training or changes

to practices

- | Where incidents arise, a root cause analysis will assess whether training needs to be reviewed, policies developed or reviewed, or care practices adapted. Lessons will also be shared
- | Calico Group - Barley View promotes a culture of continuing professional development which identifies areas of skills and supports staff to grow and develop. This will increase the ability of the staff, and ultimately Calico Group - Barley View, to provide effective, timely and responsive support

5.9 Continuing Professional Development

- | Staff skills need to be regularly reviewed and where additional training is required, this will be identified and provided
- | Opportunities will be provided to widen skills, understanding and knowledge
- | This will increase the ability of the staff and ultimately Calico Group - Barley View to provide effective, timely and responsive support
- | Clinical Staff will ensure they adhere to any revalidation requirements
- | Where incidents arise, a root cause analysis will assess whether training needs to be reviewed
- | Specific training and development will be targeted to individual needs or following significant events, escalating concerns or poor practices
- | In addition to training, staff competencies will be regularly reviewed to assess the effectiveness of the training such as Safer People handling and Medication management
- | Staff will undertake regular supervisions and appraisals to identify learning needs and areas for development

5.10 Involvement of Service Users

- | Calico Group - Barley View recognises that working in co-production with the people and listening to their feedback enables the quality and suitability of the service to increase and improves outcomes
- | Calico Group - Barley View will continuously explore ways to involve the people we support through a variety of means: recruiting staff, decisions regarding the environment, food and socialisation, and the strategic direction of Calico Group - Barley View
- | Calico Group - Barley View aims to gather feedback through surveys and specific Service User meetings
- | Calico Group - Barley View will support and encourage Service User-led forums
- | Feedback will be used from other sources, such as compliments and complaints, to improve services
- | Calico Group - Barley View will feedback changes and give recognition to views held by others
- | Following the principles of the Accessible Information Standard, Calico Group - Barley View will ensure that the people it supports are given every available opportunity to be involved through the use of assistive technology, easy read documents, translators or advocacy services which are available to ensure their views are heard

5.11 Remediating Underperformance

Calico Group - Barley View will promote a 'no blame' culture and will instead focus on a learning culture where openness, transparency and shared learning are actively encouraged. However, Calico Group - Barley View recognises that underperformance must be addressed to ensure the safety of Service Users and positive outcomes.

- | The reasons for the shortfall will be analysed through our quality metrics or investigation process and if the issue was the result of poor performance by staff it will be addressed either through supervision, additional training, or disciplinary procedures or ultimately dismissal
- | If there are implications for staff teams it will be addressed through training, supervisions or team meetings and enhanced visible leadership and role modelling
- | Risk assessments, Care Plans and ways of working practices will be revisited and updated to reassess the issues and develop more robust processes
- | External resources may be identified to assist with the delivery of training or to provide guidance on improving practice
- | Calico Group - Barley View will ensure that its staff are aware of key policies and procedures such as

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Whistleblowing, Safeguarding, Accident and Incident Reporting, and that they adhere to these policies included in the QCS Management System

- | All staff have a responsibility for staying up to date with Calico Group - Barley View policies and procedures and checking the QCS online Management System or mobile app for updates and documents
- | Jodie Bland has responsibility for ensuring that the policies and procedures within the QCS Management System are customised and reflect all aspects of governance processes within Calico Group - Barley View and that staff have read and understood the documents

5.12 Risk Management

Calico Group - Barley View understands that risk management involves having robust systems in place to understand, monitor and minimise the risks to Service Users and staff and to learn from mistakes. When things go wrong in the delivery of care, staff should feel safe admitting it and be able to learn and share what they have learnt.

Calico Group - Barley View will ensure robust risk management by:

- | Ensuring risks are mitigated as far as reasonably possible through risk assessments including the environment, infection control, falls, pressure sores and nutrition, etc.
- | Ensuring all staff have the relevant skills, knowledge and competencies when providing care to Service Users
- | Ensuring the premises are fit for purpose and there is a robust cycle of planned maintenance and relevant safety checks on premises and equipment
- | Ensuring the safe management, storage and administration of medication through audit, training and competencies
- | Ensuring regular infection prevention and control audits are undertaken to minimise the spread of any infections
- | Ensuring that there is clear evidence of any lessons learnt from any adverse events, and that action is taken to prevent a recurrence
- | Reviewing key performance indicators and quality data such as accidents, incidents, medication events, serious injuries, falls etc.
- | Ensuring that investigations are evidenced after incidents and significant events follow a root cause analysis to explore why it happened, how it happened and who was involved; and create an action plan to prevent it from happening again
- | The review of all incidents will be analysed to identify themes or trends so that this will also evidence whether Calico Group - Barley View is learning from incidents. These will also be shared across Calico Group - Barley View through staff meetings and learning alerts
- | Ensuring a corporate risk register is in place to manage high-risk strategy and business risks which will be led by the senior managers of Calico Group - Barley View
- | Create a culture of positive risk taking, which focuses on the positive outcomes of the Service User while assessing the overall risk and mitigating this as much as possible

5.13 Staff Management

- | Staff will be supervised in line with the Supervision Policy and Procedure and this will be recorded and evidenced
- | Clinicians will have separate clinical supervisions which focuses on their clinical skills and development needs
- | The supervisions will contain relevant discussions about specific issues of concern, will inform the governance process and identify best practice and areas that need to be redressed
- | Calico Group - Barley View will create a culture where supervision is a forum utilised to improve quality of care and support, ensure that staff feel supported, support ongoing learning and development, celebrate achievements, support problem solving and meet regulatory requirements
- | Supervisors will also help monitor staff performance and enable a process for constructive feedback and development

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- | The recruitment of staff will be in line with CQC Regulation 18 (Staffing), Regulation 19 (Fit and Proper Persons) The Employment Rights Act and Employment Law
- | Staff will be encouraged to share views and opinions and be involved in Care Planning and the development of ways of working
- | Staff with accountability for particular areas of work will be informed of these responsibilities and provided with tools and guidance to ensure that they deliver the identified oversight responsibility

5.14 Information Governance, Data Protection and Cyber Security

Having timely access to information and using valid, robust, and relevant data securely underpins both the provision of high-quality care and the efficiency and effectiveness. High-quality care will only be achieved when robust information is available, shared, and used effectively and securely.

Calico Group - Barley View will ensure robust information governance by:

- | Ensuring that information is accurate and up to date. We will ensure oversight of this through Care Plan audits and personnel audits
- | Ensuring all information is handled and stored securely and sensitively and that all staff undertake necessary UK GDPR, data protection and cyber security training
- | Monitoring incidents involving sensitive information whether these are data breaches, losses or inappropriate sharing of information
- | Ensuring there is a robust system in place to record and analyse key performance indicators to identify trends and themes
- | Having a named individual responsible for data protection and information governance. At Calico Group - Barley View, this is Ann Marie-Thornley
- | Ensuring the sharing of information will be carried out in line with the UK GDPR, Data Protection Policies and Procedures at Calico Group - Barley View



6. Definitions

6.1 Revalidation

- Revalidation is the process that all nurses and midwives in the UK need to follow to maintain their registration with the NMC (Nursing and Midwifery Council). It evidences that nurses and midwives are practising safely and effectively. Doctors are also required to revalidate through the GMC (General Medical Council)

6.2 Information Governance

- Information Governance (IG) is about how to manage and share information or data appropriately. This includes information about Service Users collected digitally, understanding how to treat information about Service Users, and if and when you should share that information with others who are involved in that care
- The Information Commissioner's Office (ICO) is the UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals
- Data Security and Protection Toolkit: The Data Security and Protection Toolkit is an online self-assessment tool that allows organisations to measure their performance against the National Data Guardian's 10 data security standards
- UK GDPR: UK GDPR has replaced previous data protection rules and has brought up to date the laws that protect the use of individuals' personal information

6.3 Root Cause Analysis

- A method of problem-solving used for identifying the root causes of faults or problems. It is a useful tool following safeguarding incidents, complaints, accidents, near misses or any other incidents that cause concern

6.4 Clinical Governance

- A framework through which organisations are accountable for continually improving the quality of their services and safeguarding high standards of care, by creating an environment in which excellence in clinical care will flourish



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- Clinical governance is important as a process for improvement and shows openness and transparency in activities undertaken
- Accountability and responsibility are defined through clinical governance
- All staff have responsibility for following processes and procedures and using appropriate recording methods, which is all part of clinical governance
- Staff need to understand their responsibilities in all of the areas in which they work
- Clinical governance is a process where care practices are identified, reported and monitored; and actions are taken to improve practice



Key Facts - People affected by the service

People affected by this service should be aware of the following:

- Service Users should be involved, and their opinions sought regarding the care and support provided



Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

NHS - Root Cause Analysis - Using Five Whys to Review a Simple Problem:

<https://www.england.nhs.uk/wp-content/uploads/2022/02/qsir-using-five-whys-to-review-a-simple-problem.pdf>



Outstanding Practice

To be 'outstanding' in this policy area you could provide evidence that:

- | The wide understanding of the policy is enabled by proactive use of the QCS App
- | The internal audit and inspection of Calico Group - Barley View proactively identifies areas of improvement and responds to these in a timely fashion
- | Calico Group - Barley View consistently uses root cause analysis following any incidents (including safeguarding incidents) to understand lessons learnt and to prevent issues arising again
- | Accountability and responsibility for clinical governance is widely known and staff are actively seeking responsibility
- | Service improvements can be directly attributed to clinical governance processes
- | Calico Group - Barley View has evidence of being exceptionally open and transparent in the area of clinical governance
- | External organisations are involved in clinical governance structures at Calico Group - Barley View
- | Where mistakes or errors are identified through clinical governance processes, they are addressed in a timely manner and they do not reoccur
- | Calico Group - Barley View uses best practice resources to inform developments and evidences that clinical governance drives improvement
- | Leaders and managers shape its culture by engaging with staff, people who use services, carers and other stakeholders. It has clear, person-centred vision and values that include honesty, involvement, compassion, dignity
- | The service has a strategy and supporting objectives that are stretching and challenging, but realistic and achievable. Staff are strongly collaborative. Staff are motivated by and proud of the service. There are consistently high levels of constructive engagement with people and staff from all equality groups. Managers develop their leadership skills and those of others. There is a strong organisational commitment and effective action towards ensuring that there is equality and inclusion across the workforce. There are high levels of staff satisfaction
- | Performance management processes are effective, reviewed regularly, and reflect best practice. Leaders and managers provide feedback to staff and there is clear evidence that this leads to improvement
- | There is a particularly strong emphasis on continuous improvement. The views of people using the service are at the core of quality monitoring and assurance arrangements. Innovation is celebrated and shared



Forms

Currently there is no form attached to this policy.