

Appendix One – A whole systems approach to social care governance

Social care governance consists of activities which are very familiar to social work. However, to achieve a whole systems approach to social care governance, there has to be an understanding of how individual practice connects with organisational objectives. This means that all staff should contribute to the development of the organisation's capacity to review and improve services. To facilitate this, the following must be in place.

Communication

To support good social care governance arrangements there needs to be a structured approach to the sharing of relevant information across the whole organisation. There has to be clarity about what information should be shared between professionals, with managers, with regulatory bodies and other agencies. There should be clear communication and reporting lines from front-line workers to director level.

In addition, communication with and feedback from service users and carers should assure the quality of services and, by informing future strategic and operational plans, improve them.

Coordination and planning

Each social work team should have a clear action plan for implementing social care governance, detailing actions, timescales and responsibilities. Processes need to be in place to monitor that social care governance is being effectively implemented and benefits to service users and carers demonstrated. This action plan should link to the organisation's overall clinical and social care governance policy and implementation plan. To enable this, the organisation has to ensure the clinical and social care governance committee structures, roles and responsibilities and lines of reporting are robust, workable and effective.

Monitoring and evaluation

Social care governance has to be part of a dynamic quality cycle so that improvements can be made. It is through checking progress against standards and action plans that outcomes for service users and carers can be improved and learning gained for the whole service.

Roles and responsibilities

Each part of the organisation has to take responsibility for ensuring key components are in place. The quality of a professional's practice is influenced by the culture, working practices and the performance of the organisation in which they work. The professional also has an individual contribution to make, and every organisation has a responsibility to support individuals to play their part by managing and coordinating the overall process.

Senior managers

The vision and leadership to achieve a quality service has to start with the commitment of senior managers. Their role is to:

- create the right culture
- set the strategic direction
- secure resources
- establish lines of communication
- ensure clarity about organisational and professional lines of accountability
- develop competent and confident staff
- promote performance management
- support staff
- act out the values of the organisation.

Middle managers

Middle managers have to ensure the smooth running of the organisation through developing, implementing and reviewing systems and processes. They have to:

- set clear standards
- oversee service delivery
- monitor outcomes
- compile information/data
- communicate the strategic direction to first line managers and practitioners
- analyse and identify trends and resource difficulties (i.e. unmet need and unallocated cases)

First line managers

First line managers have to support and develop practice and monitor outcomes for service users. They need to

- audit social work practice and adherence to legislation and policy
- identify trends in practice
- supervise and support front-line staff in decision-making
- collect data regarding the discharge of statutory functions, unmet need and unallocated cases

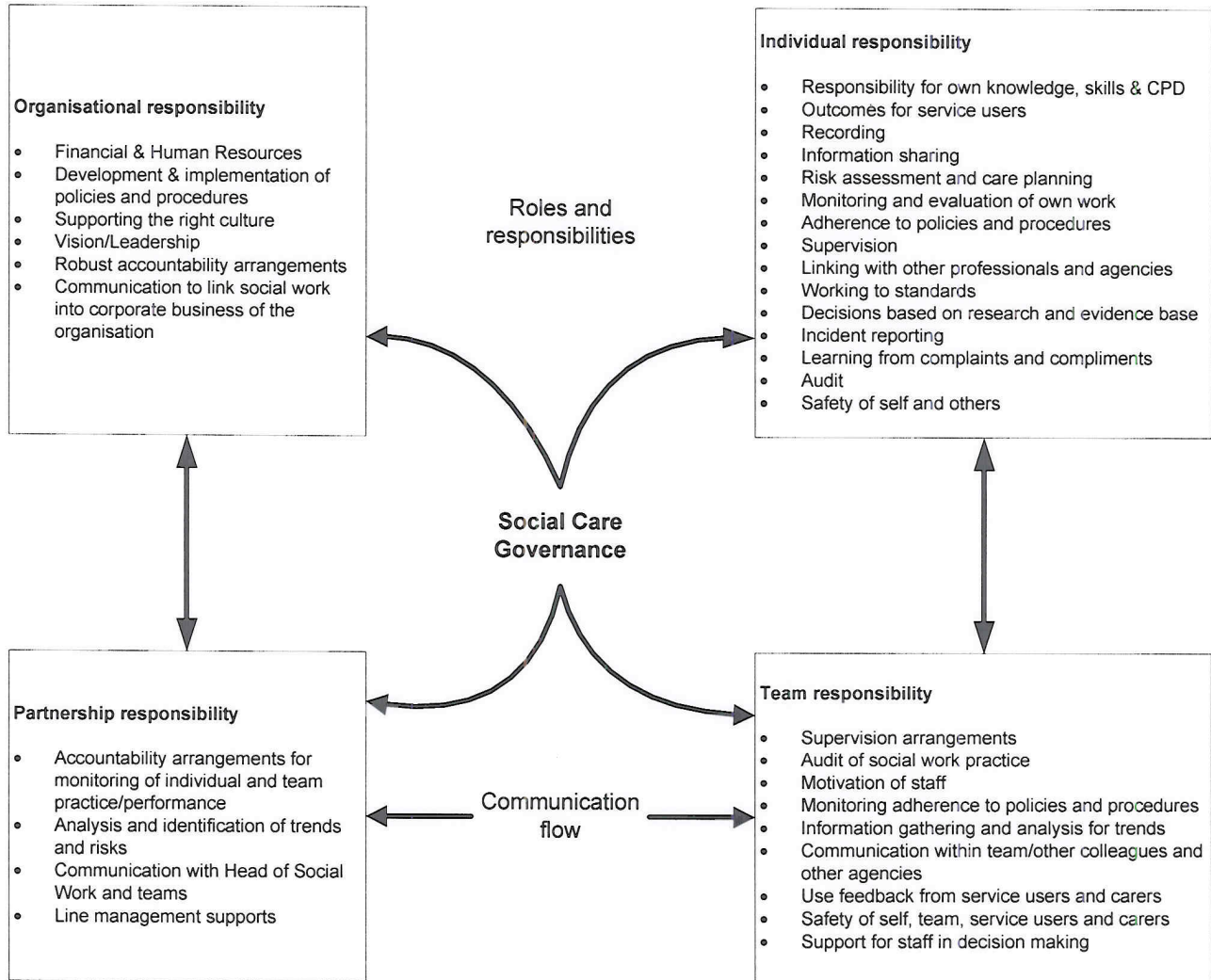
Front-line workers

Front-line workers through direct contact with service users and carers contribute to their well being and independence. They need to:

- assess need and risk
- manage risk
- report incidents/near misses
- be accountable for their own practice

Version 1

Adult Care Services - Governance Policy



Maintained and Reviewed by: Support Officer (Policies and Procedures), Policy & Procedure Developmental Group and Social Care Review and Improvement Group

Review Due:

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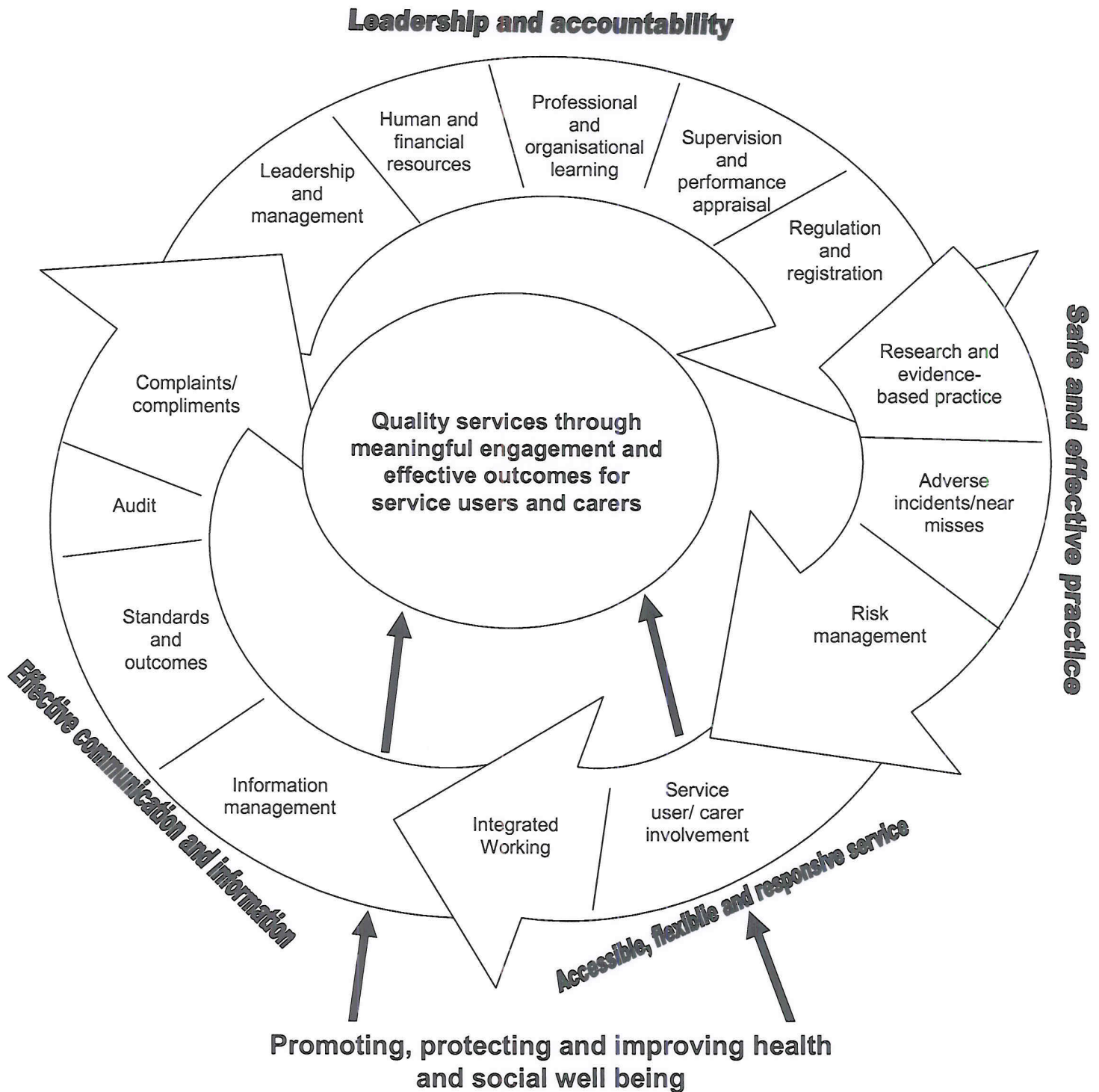
Adult Care Services - Governance Policy

Appendix Two – Example of A Model of social care governance

A model of social care governance developed in Northern Ireland and is based on the 14 core elements of clinical and social care governance.

These elements have been grouped under the key themes contained in the Quality Standards for Health and Social Care. At the heart of this model are quality services through meaningful engagement and effective outcomes for service users and carers. The diagram below shows how all of the core elements and overarching themes come together to provide an improved service.

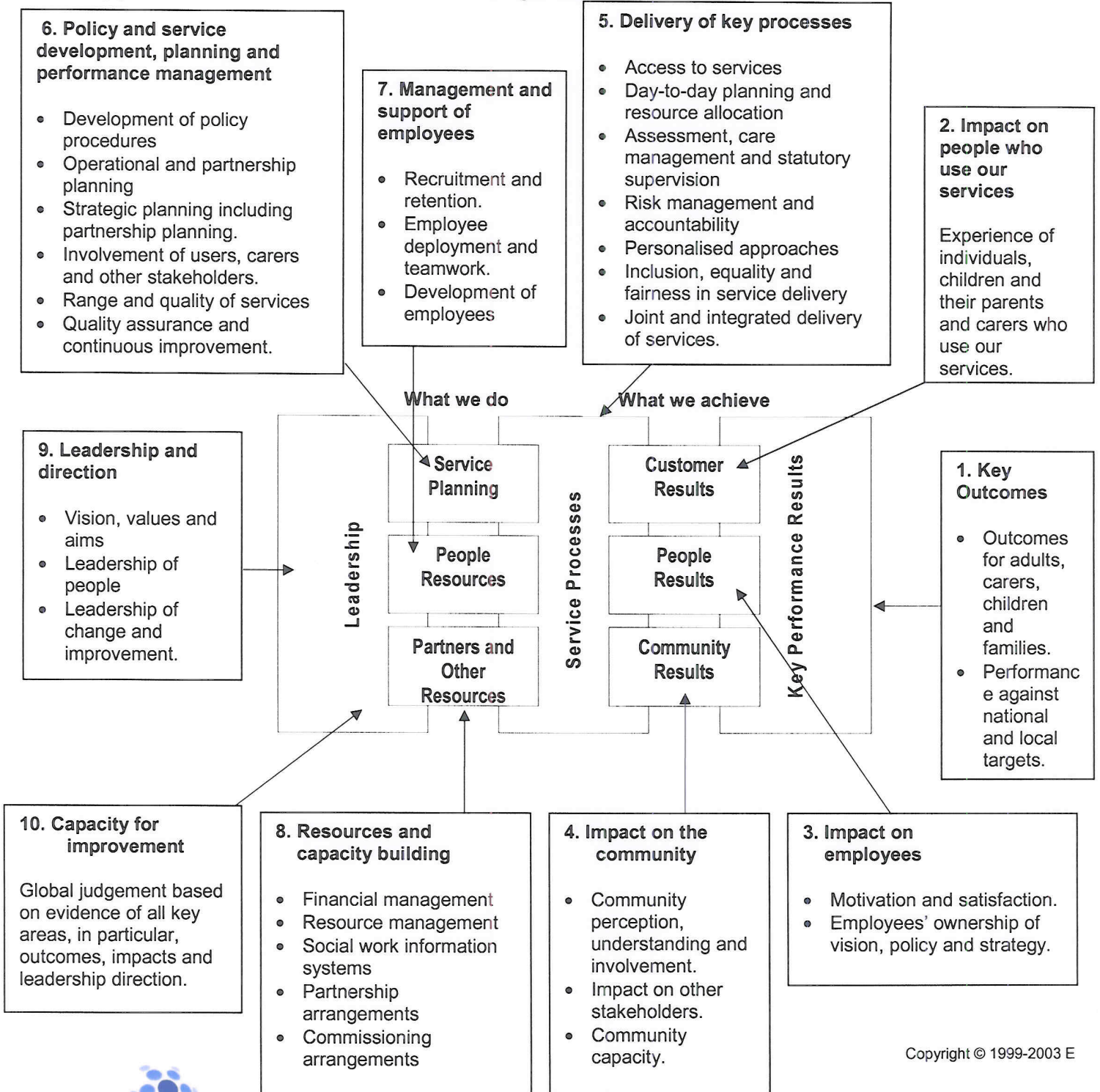
Model of social care governance shown on next page.



Appendix Three – PSIF & SWIA PIM: High Level Comparison

<p>What impact have we had on people who use our service and other stakeholders?</p>	<p>How good is our delivery of key processes?</p>	<p>How good is our management?</p>	<p>How good is our leadership?</p>	<p>What is our capacity for improvement?</p>
<p>1. Key Outcomes Outcomes for adults, carers, children & families Performance against national & local targets</p>	<p>5. Delivery of key processes Access to services Day-to-day planning & resource allocation Assessment, care management & statutory supervision & risk management Personalised approaches Inclusion, equality & fairness in service delivery Joint & integrated delivery of services</p>	<p>6. Policy and service development, planning & performance management Development of policies & procedures Operational & service planning Strategic planning including partnership planning Involvement of users, carers & other stakeholders Range & quality of services Quality assurance & continuous improvement</p>	<p>9. Leadership & direction Vision, values & aims Leadership of change & improvement</p>	<p>10. Capacity for improvement Global judgement based on evidence of all key areas, in particular, outcomes, impacts & leadership direction</p>
<p>3. Impact on employees Motivation & satisfaction Employees' ownership of vision, policy & strategy</p>	<p>7. Management & support of employees Recruitment & retention Employee development & teamwork Development of employees</p>	<p>8. Resources & capacity building Financial management Resource management Social work information systems Partnership arrangements Commissioning arrangements</p>		
<p>4. Impact on the community Community perception, understanding & involvement Impact on other stakeholders Community capacity</p>				
<p>Key:</p> <p><input type="checkbox"/> 6 key questions</p> <p><input type="checkbox"/> 10 areas for evaluation</p> <p><input type="checkbox"/> Quality indicators</p>				

Appendix Four – PSIF & SWIA PIM: Comparison



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SWIA PIM Mapping: 1 Leadership

1a.1	Leaders are actively involved in setting the long-term strategy for the service, which supports the mission and values of the organisation.
1a.2	<p>Leaders ensure effective management arrangements are implemented and reviewed, for example, they:</p> <ul style="list-style-type: none"> ▪ Establish appropriate structures and responsibilities for teams and individuals ▪ Plan and review service performance and take appropriate action ▪ Ensure effective scrutiny measures are in place ▪ Develop a culture of openness, transparency and accountability
1a.3	<p>Leaders actively seek and encourage continuous improvement in their service, for example, they:</p> <ul style="list-style-type: none"> ▪ Develop and encourage the development of innovative and creative ideas ▪ Are directly involved in improvement activities, including those relating to efficiency, that are outcome-focused ▪ Encourage others to seek out and become involved in improvement activities ▪ Explore ways of improving the way they manage and develop their people

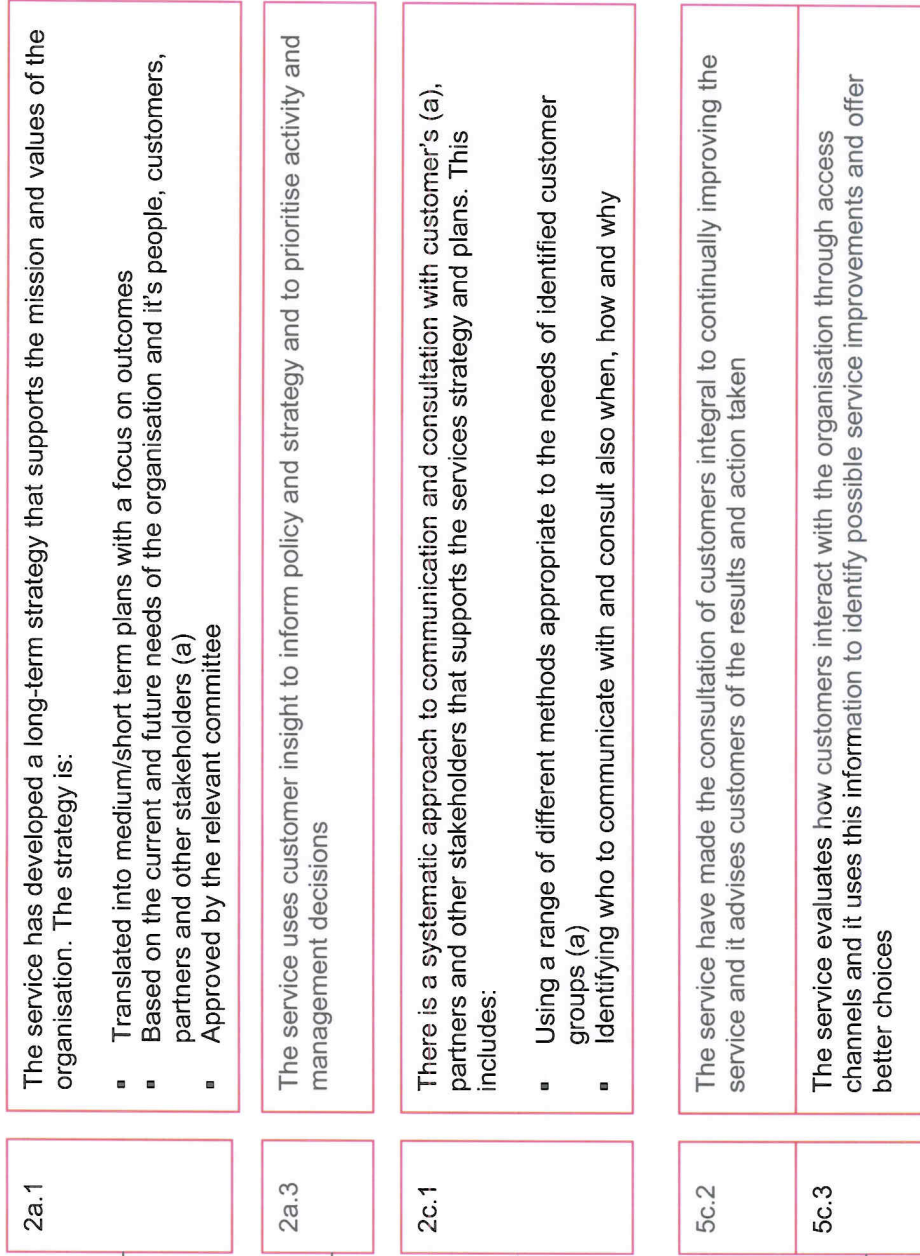
9. Leadership and direction

Vision, values and aims
Leadership of people
Leadership of change and improvement

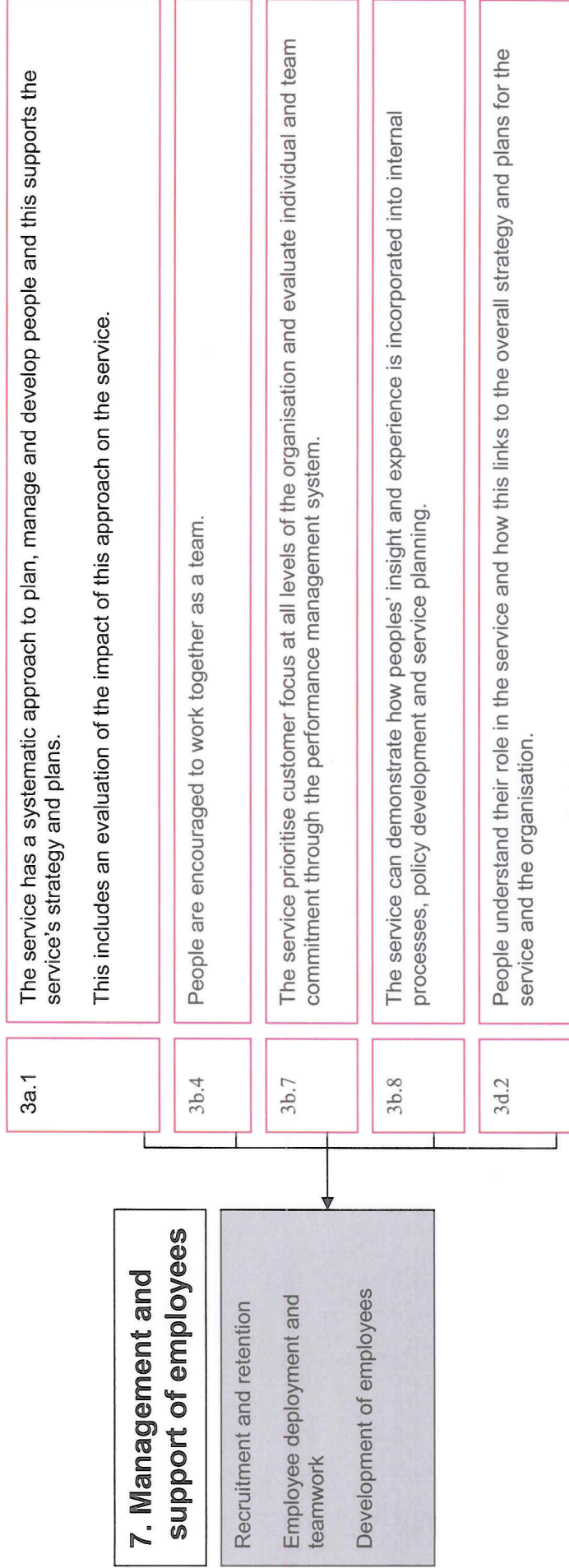
SWIA PIM Mapping: 2 Service Planning

6. Policy & service development, planning & performance management

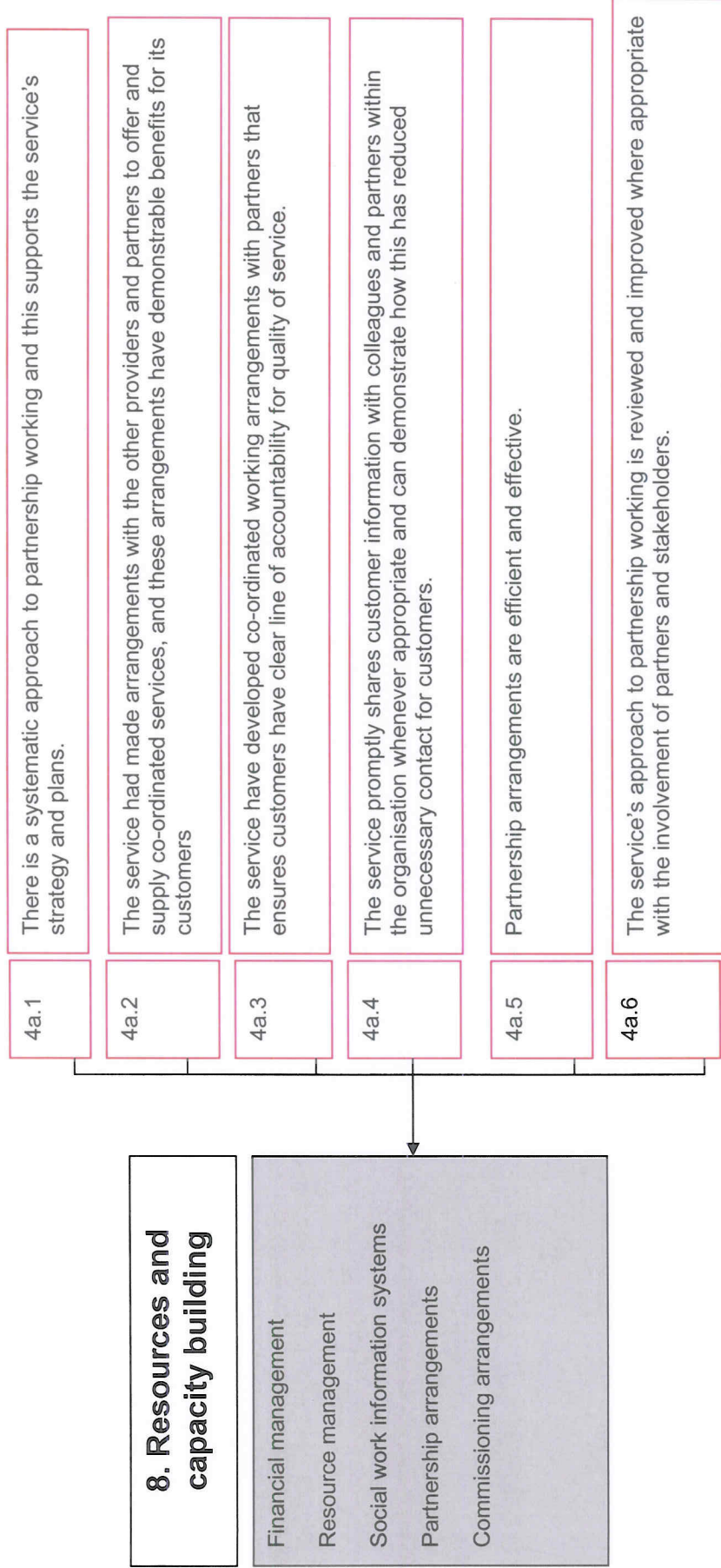
Development of policy procedures
 Operational and service planning
 Strategic planning including partnership and planning
 Involvement of users, carers and other stakeholders
 Range and quality of services
 Quality assurance and continuous improvement



SWIA PIM Mapping: 3 People Resources



SWIA PIM Mapping: 4 Partners & Other Resources



8. Resources and capacity building

- Financial management
- Resource management
- Social work information systems
- Partnership arrangements
- Commissioning arrangements

SWIA PIM Mapping: 5 Service Processes

<p>5. Delivery of key processes</p> <p>Access to services</p> <p>Day-to-day planning and resource allocation</p> <p>Assessment, care management and statutory supervision</p> <p>Risk management and accountability</p> <p>Personalised approaches</p> <p>Inclusion, equality and fairness in service delivery</p> <p>Joint and integrated delivery of services</p>
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2c.5	<p>The service makes information about the full range of services it provides available to its customers and potential customers, including how and when people can contact it; how its services are run and who is in charge.</p>
2c.6	<p>The service provides their customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.</p>
5b.1	<p>There is a systematic approach to the delivery of services. This ensures the service:</p> <ul style="list-style-type: none"> ▪ Makes its services easily accessible to all customers through provision of a range of alternative channels (a)
5b.2	<p>Services are delivered to customers in ways which meet their needs.</p>
5b.3	<p>The service identifies individual customer needs at the first point of contact ensures that an appropriate person who can address the reason for contact deals with the customer.</p>

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SWIA PIM Mapping: 6 Customer Results

2. Impact on people who use our services

Experience of individuals, children and their parents and carers who use our services

6a.

Customers' perceptions of the service. This may include how customers view:

- Ease of access to the service, for example, through the use of telephone, correspondence, emails and personal visits.
- Information provided by the service, for example, leaflets, forms, letters, posters, website and marketing materials.
- The way the service responds to their enquiries, requests and complaints.
- How quickly the service/people responds to their enquiries, requests and complaints.
- The attitude of people, for example, they are polite and helpful
- People identify themselves where possible
- The service's customer service standards
- The quality of the service they receive
- Overall customer satisfaction with the service is maintained and improved
- Cost of service
- Cleanliness of the service facilities
- Range of facilities
- Choice of services

Result/Impact (what we achieve)

2d.2

Performance is monitored on a regular basis and reported to the appropriate:

- Management team
- Committee
- Stakeholders

Enabler (what we do)

SWIA PIM Mapping: 6 Customer Results

3. Impact on employees

Motivation and satisfaction
 Employees' ownership of vision, policy and strategy

7a.

Peoples' perceptions. This may include how people view:

- Their motivation
- Their learning and development
- Whether and how they are valued within the service
- The way the service recognises their contribution and achievements
- Their involvement and empowerment in the service
- Equal opportunities
- Communication
- Career development opportunities
- Their terms and conditions
- Working conditions
- Working conditions and environment
- Facilities and services
- Health and safety conditions
- Health and work initiatives

7b.

Internal measures that are used by the service to monitor, understand and improve the performance to their people and establish their perceptions. This may include:

- Evaluation of learning and development
- Awards and recognition
- Level of learning and development opportunities
- Induction of new staff and those changing jobs
- Recognition of teams and individuals
- Response rates to people surveys
- Extent of performance review completion
- Extent of involvement in initiatives and improvements
- Extent of involvement in partnership working
- Equal opportunities
- Accident levels
- Recruitment trends
- Retention or turnover levels
- Sickness absence levels
- Extent of grievance and disciplinary issues
- Use of facilities/benefits provided by the service
- Speed of response to enquiries from the service's people

SWIA PIM Mapping: 8 Community Results

4. Impact on the community

Community perception, understanding and involvement.

Impact on stakeholders

Community capacity

8a.

The community's perceptions. This may include how the community views:

- How quickly the service responds to community enquiries
- The service as a responsible employer
- The effect of the service on the environment
- The outcome of activities and initiatives to reduce any negative impact
- Perception of the community in terms of the service's involvement

8a.

Internal measures that are used by the service to monitor, understand, predict and improve the performance of the organisation and establish the community's perceptions. This may include:

- Extent of the service's involvement in the local community
- Publicity about the service
- Recognition from the relevant professional organisations
- Awards and other achievements

Also includes
links to: 6a, 9b, 1

SWIA PIMM Mapping: 8 Community Results

1. Key outcomes

Outcomes for adults, carers, children and families
Performance against national and local targets

9a.

Measures which are used by the service to monitor, understand, predict and improve the performance of the organisation in terms of efficiency. This may include:

- Statutory performance indicators
- Key performance indicators
- Budget information, for example, meeting of budgets
- Return on investment
- Capital/revenue

9a.

Measures which are used by the service monitor, understand, predict and improve performance of the organisation in terms of effectiveness. This may include:

- Statutory performance indicators
- Key performance indicators
- Service
- Local standards

Also includes links to:
6b, 2a.1