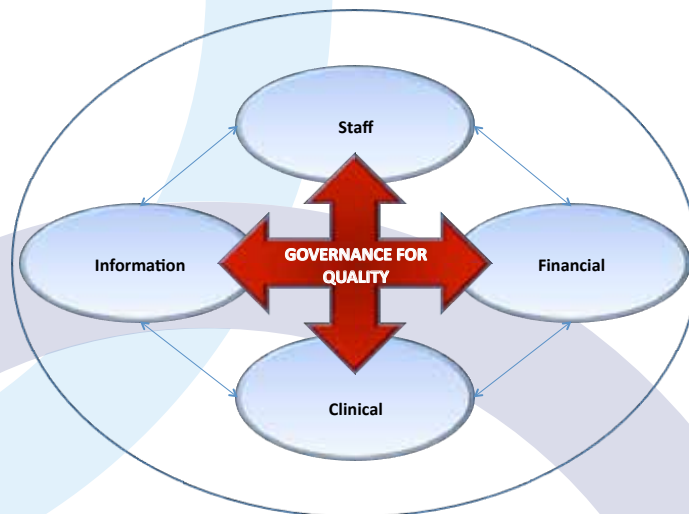


GOVERNANCE FOR QUALITY HEALTHCARE IN SCOTLAND – AN AGREEMENT



The **Healthcare Quality Strategy** (2010) clearly states our three Quality Ambitions for safe, effective and person-centred healthcare. These provide the direction and focus for all activity to support the aim of continuous improvement to deliver world-leading quality healthcare services to the people of Scotland.

Our **2020 Vision** is that everyone is able to live longer, healthier lives at home or in a homely setting. This vision describes the outcome of the Quality Ambitions and gives us a shared 'Route Map' for the way forward.

Why Good Governance Matters:

Everybody involved in overseeing, planning, delivering and supporting healthcare services in Scotland has a role to play in ensuring that our governance procedures improve, assure and result in necessary remediation to drive the quality of our healthcare services.

- **Improvement:** governance which ensures that continuous improvement is embedded throughout every aspect of care delivery—corporate (leadership and culture), clinical and staff;
- **Assurance:** robust governance processes provide assurance of clinical and care standards to the public; and
- **Remediation:** strong governance ensures that incidents and service or system failures are identified and that appropriate action, communication and improvement plans are put in place.

This **Governance for Quality Healthcare Agreement** sets out the respective roles and responsibilities of the Scottish Government, NHS Board Chief Executives, NHS Board Chairs and Non-Executives and of all staff. We will work together to ensure that this agreement is adopted and reflected in the action we take collectively to ensure the delivery of continuously improving world-leading quality healthcare services to the people of Scotland. The core themes are a commitment to developing robust leadership, a culture of continuous quality improvement and a clear vision that reflects that patients and people are central to all that we do.

Governance for Quality Healthcare covers the four interdependent areas of clinical, financial and staff governance, and information assurance. The governance of caring behaviours, research and education are embedded and integrated across all four areas of governance. Good governance arrangements will ensure all staff are supported to share issues in a safe and confidential environment. Each area has a detailed specification in place in each NHS Board. These will be reviewed and assured regularly within the wider context of Governance for Quality to ensure that they support our commitment to continuously improving, safe, effective and person-centred care.

Governance for Quality Healthcare in Scotland – An Agreement

Governance structures and lines of reporting should be simple and clear with locally agreed features and commitments that promote personal development and the closing of knowledge gaps to support effective, and honest, dialogue and assurance on all areas of strength and risk.

Chairs and Non-Executive Directors will:

- ✓ work with the Scottish Government to develop strategic and policy direction
- ✓ use information on the performance of the organisation to assess and challenge the quality of services
- ✓ proactively encourage Chief Executives to share areas of challenge or risk with peers across Scotland
- ✓ support the need for effective learning and improvement to drive quality
- ✓ continually improve processes that support governance for quality in NHSScotland
- ✓ ensure staff who raise concerns, in line with the whistle-blowing policy, are supported
- ✓ authorise accurate and honest annual governance statements and annual accounts
- ✓ use the Governance Agreement and narrative to ensure effective and open recruitment and assessment
- ✓ engage with all communities and partners to ensure that local needs and expectations for health and care services, improved wellbeing and wider outcomes are being met
- ✓ create an environment that values staff as well as supporting and enabling innovation
- ✓ be held to account by Scottish Ministers for the performance and quality of services and care delivered by their NHS Board

Everyone delivering health and care services has a responsibility to:

- ✓ support and contribute to the implementation of relevant national strategies and policies
- ✓ provide accurate performance information on all areas of quality and highlight areas of concern and risk when required
- ✓ highlight areas of challenge or risk with Executive and Non-Executive Directors and senior colleagues
- ✓ commit to continuous professional development, learning and improvement in order to drive quality and the governance thereof
- ✓ speak up when they see practice that endangers patient safety, and other wrongdoing, in line with the whistle-blowing policy
- ✓ engage with colleagues, patients, communities and partners to ensure that local needs and expectations for health and care services, improved wellbeing and wider outcomes are being met
- ✓ positively contribute to a culture where all staff are valued and to seek opportunities for innovation
- ✓ demonstrate their contribution to the continuous improvement and delivery of high quality care and services through local appraisal processes

Chief Executives and Executive Directors will:

- ✓ work with the Scottish Government to develop strategic and policy direction
- ✓ provide clear, robust, accurate and timely information on the quality of service performance
- ✓ proactively share emerging risks and learning with peers in an open, transparent and timely way
- ✓ lead improvement and learning in areas of challenge or risk identified through local reporting and governance mechanisms
- ✓ continually improve the processes that support governance for quality in NHSScotland
- ✓ support staff who raise concerns in relation to practice which endangers patient safety, and other wrongdoing, in line with the whistle-blowing policy
- ✓ provide accurate and honest annual governance statements and annual accounts
- ✓ use the national Governance Agreement and narrative to provide effective and open engagement with staff
- ✓ co-design agreements with local communities and partners on areas of priority for health and care services and for improving the wellbeing and outcomes of people and their communities
- ✓ create an environment that values staff as well as supporting and enabling innovation
- ✓ be held to account for the performance and quality of services and care delivered by their NHS Board

The Scottish Government will:

- ✓ work with Chairs and Chief Executives to develop strategic and policy direction
- ✓ ensure clear and transparent processes are in place to support robust quality governance
- ✓ share information about emerging challenges for NHSScotland in a timely way
- ✓ establish clear mechanisms to support and monitor how NHS Boards evidence learning and improvement using local and national reporting mechanisms
- ✓ work continually to review and improve our approach to corporate quality governance
- ✓ ensure that whistle-blowing policies and procedures work effectively
- ✓ provide clear guidance on the production of robust governance statements and annual accounts
- ✓ provide guidance on effective use of the national Governance Agreement and narrative
- ✓ provide guidance on building agreements with local communities and partners in the development of health and care services and for improving wellbeing and wider outcomes for people and their communities
- ✓ take action to help NHS Boards create and maintain environments that value staff and support and enable innovation
- ✓ hold NHS Boards to account for the performance and quality of services and care delivered by them