Policy: Hospice Governance

Governance is an internal framework through which organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence will flourish. It underpins the standards against which the Care Quality Commission (CQC) inspects and regulates voluntary hospices.

Clinical governance ensures that patient care is the main focus and priority in hospices and each patient receives safe, high quality care from everyone involved in looking after them.

The Hospice Governance policy for Blythe House Hospice was formalised in 2015. The term hospice governance is used to emphasise the governance framework of Blythe House and its policies apply to all areas of the organisation. The governance principles apply to all employees and volunteers.

The five pillars of the framework are:

- Safe
- Caring
- Effective
- Responsive
- Well-led

Key components of Hospice Governance include:
- Clear lines of accountability for the overall lines of quality of clinical care and all hospice activities and leadership.
- Effectiveness, using practice based on evidence.
- A programme of quality improvement.
- Risk management systems.
- Systems for identifying and dealing with poor performance.
- Systems for professional development and continuing education.
- Audit of care, activities and outcomes.
- Service user experiences.

Hospice Governance responsibilities:
- The Board of Trustees have the ultimate responsibility for the corporate governance of the hospice. (Charity Commission 2012)
- The Hospice Governance committee meets bi-monthly with trustee representation (Heather Worsley) and reports directly to the full Board of Trustees.
- The Hospice Director is the designated lead for Hospice Governance, chairs the Hospice Governance committee, reports on operational governance matters; this is a standing item.
- The responsibility for Hospice Governance as defined in this policy is the responsibility of all senior managers.
- All senior managers are responsible for implementing and monitoring governance matters within their own areas. They are responsible for disseminating information to all staff about Hospice Governance and informing them of their individual responsibilities with regard to Hospice Governance.
Procedures: Hospice Governance

- Hospice Governance will be an agenda item at all team meetings including clinical and non-clinical forum meetings.
- Hospice Governance is a standing item at the Board of Trustees meetings.
- Governance bulletins printed with red border are issued as required to inform staff of important governance issue e.g. breaches in security or safety regulations. These must be read and signed as read by all staff in all relevant areas and be minuted as discussed at relevant team meetings.
- The Hospice Governance meeting is normally attended by senior managers, but any member of staff may attend if agreed with their senior manager.
- Minutes of the Hospice Governance meeting are distributed to all attendees and to those giving their apologies. The Hospice Director maintains a central file containing minutes of all meetings.
- Members of staff are encouraged to use the Hospice Governance meetings as a forum for presentations.
- In addition to the above meetings any suggestions or concerns related to Hospice Governance may be discussed with the Hospice Director, senior managers or designated trustee representative, Heather Worsley, at any time.

Hospice Governance and Audit measures:
- Minutes of Hospice Governance meetings
- Presentations at Hospice Governance meetings
- Team meeting minutes including: Clinical committee; Retail, Finance and Remuneration committee; Board of Trustees meetings; Staff meetings
- Governance bulletins
- CQC Compliance reports and action plans
- Health & safety reports and action plans
- Risk assessments
- Accident reports
- Complaints register
- Minimum data set report
- Budget and finance forecasts
- Annual finance audit and action plans
- Annual Board of Trustees’ report and accounts.

Related policies:
- Risk management
- Infection Control
- Safeguarding
- Lone working
- Safety & suitability of premises
- Care & wellbeing of service users
- Complaints
- Records
- Supporting workers
- Health & Safety
- Management of Medicines
- Meeting Nutritional Needs

References:
- The Charity Commission (2012)
- www.CQC last accessed May 2015
- www.hospice.uk.org last accessed May 2015
Hospice Governance Framework

Safe  Examples:  Safeguarding
        Fire policy & procedures; fire training; fire alarm checks
        Management walk around checks.
        Accident reports
        Infection control
        Mental capacity policy & training
        Financial control policy
        Managements of medicines
        Risk assessment
        Lone worker policy

Caring  Examples:  Holistic care plans
        Key worker monitoring review systems
        Supporting workers policy
        Bullying policy
        Patient post-discharge support groups
        Self-referral systems
        Advance care planning policy
        Transfer of care policy
        Safe staffing levels to optimise standards of care
        Dignity & privacy policy
        Comfortable private rooms to support practice
        Farewelling volunteers policy

Effective  Examples:  Policies and procedures
        Standards
        Guidelines
        Information governance
        Evidence based practice
        Service-user feedback
        Audits
        Quality improvement plans

Responsive  Examples:  Complaints
        Service user feedback
        Meeting nutritional needs policy
        Whistleblowing policy
        Working with donors
        Events policy
        Staff questionnaires

Well-led Examples:  Policies and procedures
        Meetings schedule
        In-house education; bespoke and mandatory training
        Annual individual performance review; 1:1meetings available on request with senior manager or Hospice Director
        Multi-disciplinary working policy
        Provision of regular information
        Clear structure and systems of communication and responsibility
Robust recruitment procedures
Working with other organisations and services policy

Hospice Governance Structure
Governance Framework