

## Clinical and care governance: suggested criteria for reviewing the arrangements for clinical and care governance within integration schemes

**General point:** Clinical and care governance arrangements for integrated services must fully align with the existing arrangements for clinical and care governance already in place within Health Boards and local authorities. There needs to be a consistent approach to ensuring the quality and safety of care across all services, whether they are integrated or not. The integration scheme needs to set out how this will be done and how following key elements of clinical and care governance will be implemented:

- Quality and effectiveness of care
- Professional standards and regulation
- Safety and risk assessment
- Leadership and culture
- Learning, audit and continuous improvement

<b>Column A</b> <b>Prescribed matters</b> <i>(as listed in the regulations)</i>	<b>Column B</b> <b>Prescribed information</b> <i>(as listed in the regulations)</i>	<b>Suggested criteria that integration schemes should be reviewed against</b>
Clinical and care governance of services provided in pursuance of integrated functions	The arrangements for clinical and care governance to apply to services provided in pursuance of integration functions.	<p>The arrangements for clinical and care governance within the integration scheme should include:</p> <ul style="list-style-type: none"> <li>- A definition of clinical and care governance agreed by the constituent authorities, that aligns with the nationally agreed definition set out in the Clinical and Care Governance Framework</li> <li>- The roles, responsibilities and accountabilities of the members of the integration joint board, professional advisers, members of health board and local authority with respect to clinical and care governance across the planning and delivery of integrated services.</li> <li>- Clarity that the integration authority is a board of governance, and is accountable for the strategic planning of integrated services, and that the Health Board and Local Authority are accountable for the operational</li> </ul>

		<p>delivery of integrated services. It should articulate where responsibilities and accountabilities lie for quality and safety of services commissioned from the independent or voluntary sector</p> <ul style="list-style-type: none"> <li>- A robust performance management framework to measure the quality of service delivery, address care risks, promote continuous improvement and ensure that all professional and clinical standards, legislation and guidance are met within integrated services</li> <li>- A robust framework for professional leadership and accountability for each professional group. This should set out clear lines of professional accountability from front-line staff working in integrated services to the professional leads in Health Boards/Local Authorities who are accountable for professional standards of care</li> <li>- Details of systems and processes in place to support revalidation and confirm fitness to practice for the regulated professions</li> <li>- Agreed process for staff to engage in and provide feedback on the planning, delivery, monitoring and improvement of integrated services, including raising any concerns. This needs to be compliant with PIN and staff governance standards</li> <li>- Details of how accurate and timely information on the quality and performance of integrated services will be provided, monitored and used to give assurance of the quality of care and support continuous improvement of services. This should focus on both internal assurance frameworks for the quality of care and external scrutiny and inspection</li> <li>- Details of how clinical and care governance arrangements will support learning and continued improvement of health and social care services and outcomes.</li> <li>- A co-ordinated approach to handling feedback, complaints and adverse events, including where this involves multiple agencies, to support</li> </ul>
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		<p>continuous improvement</p> <ul style="list-style-type: none"> <li>- Details of the systems and processes in place to fulfil professional regulatory and statutory requirements around duty of candour (<i>statutory requirements depending on outcome of Scottish Government proposals</i>)</li> <li>- Details of the systems and processes in place to ensure the workforce has appropriate knowledge and skills to provide care to professional standards, including how staff have access to support and education, which complies with any required professional educational standards</li> </ul>
	How these clinical and care governance arrangements are to provide oversight of, and advice to, the person to whom functions are delegated.	<ul style="list-style-type: none"> <li>- A formal scheme of delegation between the integration authority, Health Board and Local Authority that sets out the agreed responsibilities and accountabilities for quality and safety of service planning and delivery of integrated functions between the constituent bodies</li> <li>- Details of the reporting processes, systems and structures in place to provide assurance of the quality and safety of integrated services to the integration authority</li> <li>- Confirmation that the reporting processes, systems and structures in place to support clinical and care governance have been approved by the professional leads who are accountable for the quality and safety of care delivered</li> <li>- Details of the process for assuring quality of services commissioned from third or independent sector providers. This should include the mechanism for ensuring that professional advice informs decisions on the specification, quality and standards of services being commissioned; the arrangements for specifying quality standards within the contracts with third party providers; and arrangements and accountability for ensuring quality and standards are met within commissioned services</li> </ul>
	How these arrangements are to provide oversight of, and advice to, the strategic	<ul style="list-style-type: none"> <li>- Details of how clinical and care governance arrangements will be embedded in the activities of the strategic planning group. This includes</li> </ul>

	<p>planning group in relation to clinical and care governance.</p>	<p>the mechanisms for ensuring professional advice informs the decisions made by the strategic planning group</p>
	<p>How these arrangements are to provide oversight of, and advice in relation to, the clinical and care governance of the delivery of health and social care services in the localities identified in the strategic plan.</p>	<ul style="list-style-type: none"> <li>- Details of how clinical and care governance arrangements will be embedded in the delivery of health and social care services in the localities identified in the strategic plan. This includes the mechanisms for ensuring professional advice informs the decisions made by localities.</li> </ul>
	<p>How the clinical and care governance arrangements which apply in relation to the functions of the local authority and Health Board will interact with the clinical and care governance arrangements to apply to services provided in pursuance of integration functions.</p>	<ul style="list-style-type: none"> <li>- Clarity over how existing schemes of delegation within NHS Boards that delegate authority and responsibility from the Chief Executive to Executive Directors may extend to integrated services</li> <li>- Details of how clinical and care governance arrangements for integrated services align with existing systems, reporting structures and committees within Health Boards and Local Authorities. This includes: how systems for child protection and adult support and protection align and comply with existing Health Board and Local Authority systems; how processes to manage adverse events align with existing arrangements; details of links with existing committees, such as clinical governance committees (or equivalent) within Health Boards, Local Authority social work committees, audit committees, area clinical forums and child and adult protection committees; and clarity over roles and responsibilities</li> </ul>
	<p>The role of senior professional staff of the Health Board and the local authority in the clinical and care governance arrangements to apply to services provided in pursuance of integration functions.</p>	<ul style="list-style-type: none"> <li>- Agreed list of professional advisers to be appointed to integration authorities</li> <li>- The professional adviser for nursing (and midwifery and allied health professions, where relevant within existing Board structures) should be the Executive Nurse Director, or someone delegated by them who is directly accountable to them for professional governance and regulation</li> <li>- Agreed role descriptors for each professional adviser appointed to integration authorities. The scope of advice should include accountability</li> </ul>

		for workforce and workload planning and skill mix; education, training and professional development; quality of care and clinical and professional practice and supervision; professional regulatory requirements; performance management; professional leadership; and how this advice informs decisions about strategic planning, delivery and resource allocation of services
	How the clinical and care governance arrangements set out in the integration scheme relate to arrangements in place for the integration joint board to receive professional advice.	<ul style="list-style-type: none"> <li>- Details of the robust mechanism for the integration authority to seek, record and have due regard to advice from the professional advisors on the integration authority's decision-making on the planning of integrated services and the development of the strategic plan</li> <li>- Details of the structures and processes in place to ensure wider staff engagement in the planning, delivery, monitoring and improvement of integrated services</li> <li>- Details of arrangements for ensuring professional advice informs the operational delivery of integrated services</li> <li>- Details of the arrangements for ensuring professional advice informs the commissioning of services from third party providers</li> <li>- Details of agreed processes for resolving any dispute between the professional advisers and members of the integration authority</li> </ul>
Risk Management	The risk management strategy which is to apply in relation to the carrying out of integration functions, including in particular – (a) how a risk management procedure is to be developed and (b) the resources to be made available by the local authority and Health Board to support risk management.	<ul style="list-style-type: none"> <li>- Details of systems that support systematic, monitored and audited approach to assessing and managing risk, that is aligned to clinical and care governance arrangements across all health and social care services</li> <li>- Details of a co-ordinated approach to handling feedback, complaints and adverse events around integrated services that promotes learning and improvement of services</li> </ul>