



# 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   | Safety & suitability of premises  | Health & Safety           |
| • Infection Control | Care & wellbeing of service users | Management of Medicines   |
| • Safeguarding      | Complaints Records                | Meeting Nutritional Needs |
| • Lone working      | Supporting workers                |                           |

## References:

- The Charity Commission (2012)
- www.CQC last accessed May 2015
- www.hospice.uk.org last accessed May 2015

# Hospice Governance Framework

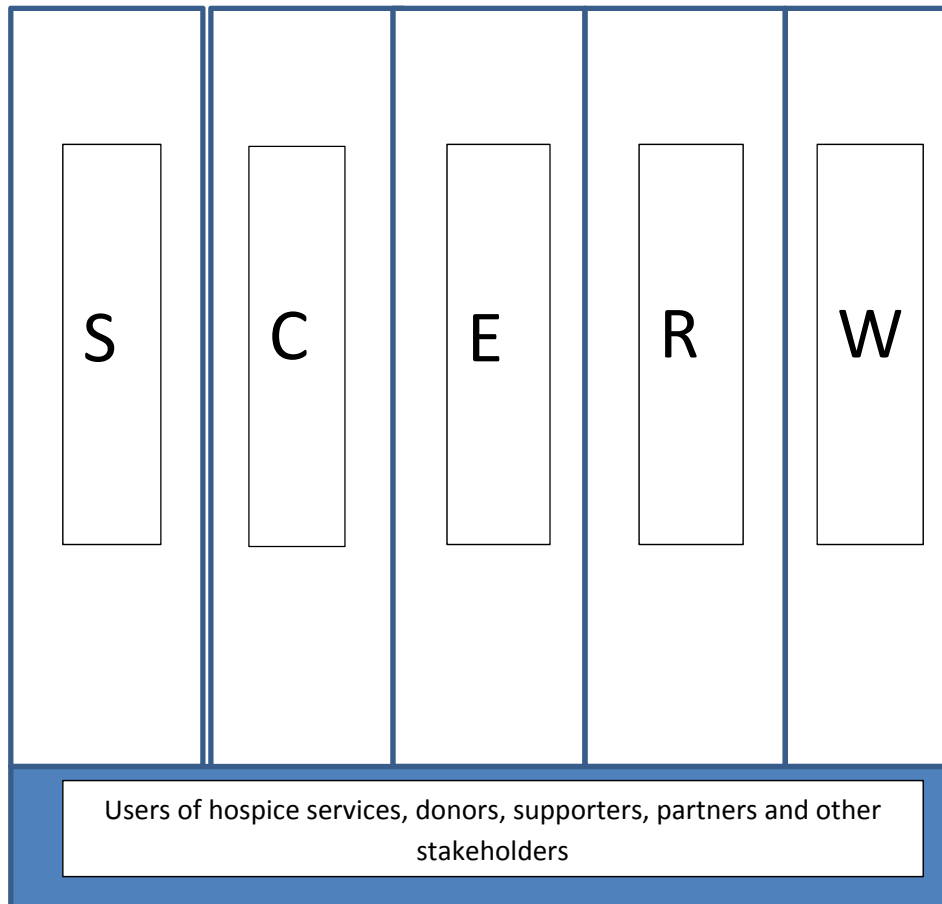
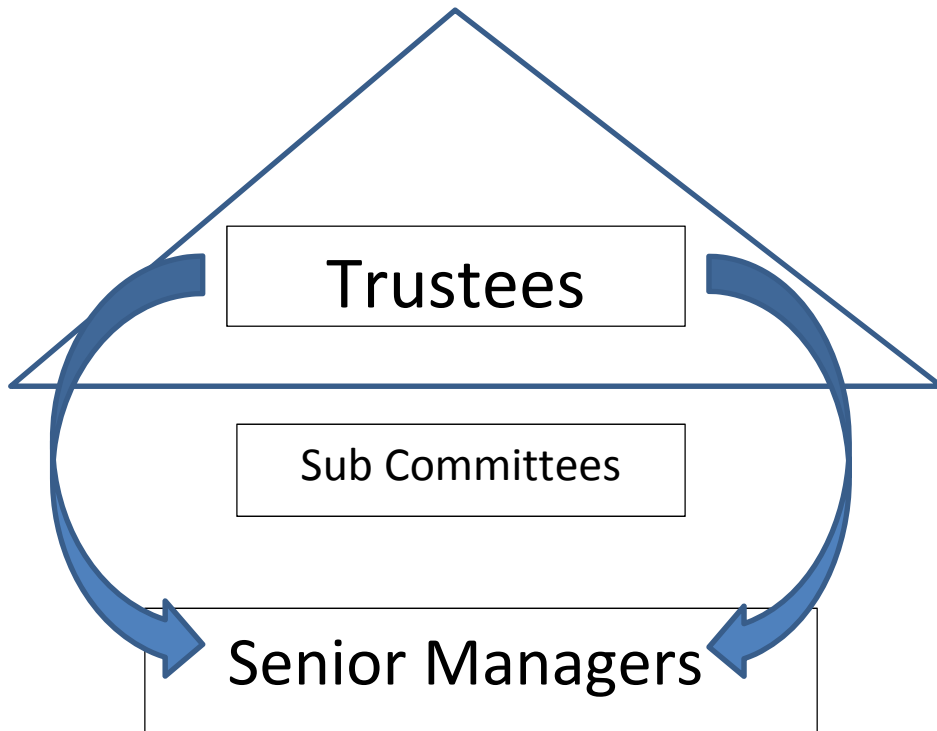
**Safe**      **Examples:** Safeguarding  
Fire policy & procedures; fire training; fire alarm checks  
Management walk around checks.  
Accident reports  
Infection control  
Mental capacity policy & training  
Financial control policy  
Managements of medicines  
Risk assessment  
Lone worker policy

**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; 1:1 meetings 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



Hospice Governance Structure

# Governance Framework

