

Governance arrangements – Health and Social Care

Project Specification

Background

In October 2012 the States Assembly adopted *P82/2012 'A New Way Forward for Health and Social Care'*. In doing so it endorsed the Health and Social Services (HSSD) Department's plans to design and implement a programme of service developments to respond to the challenges presented by increasing demand for healthcare, including through demographic changes.

The States' Strategic Plan 2015 - 18 states that the objective of the Council of Ministers is to *'promote health and social wellbeing for the whole Community, providing prompt services for all and protecting the interests of the frail and the vulnerable'*.

A Transition Plan Steering Group oversees the review, prioritisation and implementation of *P82/2012* in three phases over the period 2013 to 2021.

At the end of the first phase of change (2013-2015), the increased importance of providers of health and social care other than HSSD - including Primary Care, the Voluntary and Independent Sectors - has had a significant impact on how parts of the system relate to each other. HSSD recognised that new partnership arrangements were required to support a 'whole system' approach to service and patient pathway improvement.

A move to an integrated approach to strategic planning, design, delivery and evaluation of health and social care services for Jersey has significant implications for governance arrangements.

In 2016, the Council of Ministers asked the Minister for Health and Social Services to review the strategic governance arrangements to ensure that Jersey has the most effective Health and Social Care system for the future.

In mid 2016, HSSD commissioned KPMG to review options for governance arrangements in light of its changing role. HSSD identified the need for a new model of governance to:

- reflect the development of a whole system of providers of health and social care as they deliver new and enhanced services across Jersey;
- address a widening gap between governance standards and risk appetite in health and social care organisations between Jersey and other jurisdictions; and

- provide an opportunity to significantly enhance the voice of the patient/client and the public more generally, in the development and delivery of services.

In March 2017, KPMG proposed a future governance model for strategic decision making, set out over the short, medium and longer term.

On 23 June 2017 the Minister for Health and Social Services lodged a Proposition (P60/2017) asking the States to approve the establishment, for a three year trial period, of a 'Health and Social Care System Partnership Board' to inform and influence the decisions taken by the Minister for Health and Social Services. The Health and Social Security Scrutiny Panel is reviewing the proposal and envisages reporting in November 2017 prior to the States debating the Proposition.

The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG to:

- provide the States with independent assurance that the public finances of Jersey are being regulated, controlled and supervised in accordance with relevant legislation
- in respect of the States and States-funded bodies, to consider and report to the States on:
 - general corporate governance arrangements;
 - the effectiveness of internal controls; and
 - economy, efficiency and effectiveness in the use of resources; and
- make recommendations to bring about improvement where improvement is needed.

Objectives

The C&AG wishes to undertake initial work to understand and evaluate:

- the current governance arrangements for health and social care;
- governance arrangements for health and social care that have been agreed but not implemented; and
- plans for the implementation of changes to governance arrangements.



In the light of this initial work the C&AG may identify areas for more detailed review.

The objectives of the review may be amended in the course of the review in light of emerging findings or other matters arising.

Scope

The review will extend to governance arrangements put in place by or within HSSD that relate to provision of health and social care that is not within the direct control of HSSD, including services provided by independent contractors, the private sector and the voluntary and community sector.

The review will extend to governance arrangements relating to the relationship between HSSD and other States departments.

The scope of the review may be amended in the course of the review in light of emerging findings or other matters arising.

Approach

An affiliate engaged by the C&AG will:

- review and analyse relevant documentation;
- undertake interviews with key staff; and
- as appropriate undertake interviews with persons working in primary care, the private sector and the voluntary and community sectors.

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