

Governance Arrangements for Health and Social Care - Follow up

Project Specification

Background

In 2018 the Comptroller and Auditor General (C&AG) undertook a review of the adequacy of arrangements for governance of health and social care. Good governance is essential for good public services. It involves clarity, openness and taking into account the views of the public including service users.

Good governance is of particular importance for Jersey's health and social care because of:

- the scale of States' expenditure in this area
- the substantial changes implemented within health and social care
- the incidence of high profile failings in health and social care where governance arrangements were unsatisfactory, in Jersey and elsewhere; and
- the particular need for public confidence in the health and social care system.

The 2018 review extended to:

- governance arrangements in place across the Government departments involved in health and social care
- governance arrangements that relate to provision of health and social care that is not within the direct control of the States, including services provided by independent contractors, the private sector and the voluntary and community sector; and
- the adequacy of arrangements for proposed changes to the governance of health and social care.

The review was structured around *The Good Governance Standard for Public Services* (see Exhibit 1).

Exhibit 1: Overall Structure for the 2018 report



Source: Developed from The Good Governance Standard, The Independent Commission on Good Governance in Public Services: Office for Public Management Ltd.

My predecessor found that:

- the governance arrangements for health and social care in place at May 2018 were inadequate: at an overall level they were overly complex for a relatively small health and social care system but at the same time poorly defined and communicated
- clinical governance was not fit for purpose: there was no strategy or plan, and the body in place to oversee the clinical and care audit programme did not take an effective role

- there was fragmentation of responsibilities: even with the planned implementation of the Target Operating Model, there was much work to do to rationalise, clarify, communicate and implement governance structures and arrangements; and
- governance arrangements lacked a focus on the quality and outcomes of health and social services provided, including:
 - insufficient impetus to implement independent regulation and inspection of all health and social care provision, including that provided by the States, as an essential means of securing quality and providing assurance
 - patchy public reporting on how services perform
 - no effective use of complaints and whistleblowing as tools of governance; and
 - poor practice in the preparation, maintenance, review and challenge of risk registers relating to health and social care.

The Government accepted all 22 recommendations made and developed an action plan in response.

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, supervised and accounted for in accordance with the Public Finances (Jersey) Law 2005
- consider and report to the States on:
 - the effectiveness of internal controls of the States, States funded bodies and funds
 - the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and
 - the general corporate governance arrangements of the States, States funded bodies and funds; and
- make recommendations to bring about improvement where improvement is needed.

Objectives of this follow-up review

The review will evaluate:

- the arrangements established to manage, monitor and report on implementation of agreed recommendations
- the progress made in implementing agreed recommendations
- the extent to which the changes made have been evaluated to ensure they address the improvement areas identified in the report; and
- the adequacy of plans for the implementation of any outstanding recommendations.

Scope

This follow-up review will have the same scope as the original 2018 work and so will consider:

- governance arrangements in place across the Government departments involved in health and social care
- governance arrangements that relate to provision of health and social care that is not within the direct control of the States, including services provided by independent contractors, the private sector and the voluntary and community sector; and
- the adequacy of arrangements for proposed changes to the governance of health and social care.

This follow up review will also assess how health and social care services are developing, or are planning to develop, management information to support the Jersey Performance Framework. This Framework focusses on long-term progress rather than short-term intervention, and measures:

- Community wellbeing - the quality of people's lives
- Environmental wellbeing - the quality of the natural world around us
- Economic wellbeing - how well the economy is performing

Due to changes in departmental structures and roles since 2018, this follow-up review is likely to encompass departments that were not directly involved with the initial work.

I am planning a review of the Jersey Care Model as part of my 2022 work programme. This review will therefore not consider the development or implementation of the Jersey Care Model specifically.

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

Approach

The review will commence with an initial documentation request. The findings of the document review will be followed up by interviews with key officers and potentially with other stakeholders.

The detailed work will be undertaken by affiliates engaged by the C&AG.

Fieldwork is planned to commence towards the end of February 2021.



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