



Clinical Governance Strategy

2019-2023



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Introduction

Welcome to Barnardo's Clinical Governance Strategy 2019-2023. The Clinical Governance Strategy sets out Barnardo's commitment to delivering the highest quality of services to our service users, through a clear focus on the safety, effectiveness and the experience of that care.

As a provider of health and social care services we will develop the culture and skills to ensure that continual quality improvement is central to all of the provision of services to our communities. The approach within this strategy develops this process; enabling staff across Barnardo's to make this central to their work – quality and safety are everyone's business.

Clinical governance is the way that Barnardo's makes sure that it delivers the highest quality of services. It is designed to help Barnardo's continuously monitor and improve standards of service delivery. The clinical governance strategy and accompanying policies and

processes provides a structure to ensure that children and young people receive the highest quality of service possible.

In 2010 Lord Darzi looked at the way in which healthcare was delivered across the country. His report 'High Quality Care For All, the next stage review' identified the three domains of quality essential to provide a high quality service, based on patients' needs. These three domains shape and underpin this strategy and the way Barnardo's provides high quality care.

The overall aim of this framework is to:

- Ensure practice is of a high quality, effective, accountable and evidence based
- Measure the impact of what we do on individual families and communities
- Drive a programme of continuous improvement by engaging with and listening to staff and partners and ensuring the learning from quality assurance activity contributes to service improvement
- Meet national and local performance requirements
- Place the child at the centre of all that we do.



The Barnardo's journey

Barnardo's is the UK's leading charity serving children, young people, families, and communities. Promoting health and wellbeing has always been central to our work and is now explicitly a core priority as we continue to measure our impact, learn, influence, and innovate.

We are now commissioned to provide health and wellbeing services for thousands of children, young people and their families throughout the UK, operating right across the spectrum of prevention, early intervention, targeted and specialist support in a variety of disciplines and place-based settings. Provision includes universal wellbeing and resilience, parenting, family hubs, child and family

wellbeing services, counselling, therapeutic adoption and fostering provision, specialist services for highly vulnerable groups, trauma recovery and informed practice and integrated CAMHS (Child and Adolescent Mental Health Services) and health and social care services.

We provide emotional resilience services and family solution focused work and we recognise that to really improve outcomes for children, working with our health partners is paramount.

We have established a long history of partnering with NHS and social care partners enabling the delivery of integrated health and social care services across the UK in family hubs and child and family wellbeing services. We have demonstrated that by bringing our experience into the health arena and bringing health into our service offer we can truly improve outcomes for children.



Barnardo's Corporate Strategy

Barnardo's exists to transform the lives of the most vulnerable children. We recognise that to really transform children's life chances, they need sustained interventions that meet the diversity of their needs.

Working in partnership with NHS commissioners and providers creates the opportunity for Barnardo's to bring its wealth of knowledge, experience and skills to support the delivery of high quality health and social care services to some of our most vulnerable children.

Barnardo's Corporate Strategy sets out its ambitions to improve outcomes for children

to create stronger families, safer childhoods and positive futures and in turn help them improve their life chances.

We recognise that by learning from our experiences it will make us more efficient, effective and strategic. To achieve our ambitions and ensure we provide safe, effective services that ensure we improve outcomes for children we will make learning central to everything we do.

Barnardo's recognises that opportunities to achieve these ambitions lie in working with NHS and social care partners to improve the health of vulnerable children.



Stronger Families



Safer Childhoods



**Positive Futures
(for young people)**



Charity governance

Excellent governance in charities is fundamental to their success. It ensures a clear focus on the achievement of its mission and vision. It also provides a strong framework for ensuring effective risk management and compliance with relevant law and relevant regulations.

Excellent governance is about attitudes and culture, and assuring that Barnardo's puts its values into practice. It's about how the trustees make decisions and how well they understand what is going on.

The principles of good charity governance are:

Organisational purpose

Leadership

Integrity

Decision making risk and control

Board effectiveness

Diversity

Openness and transparency

This is a strategy for the achievement of excellent clinical governance. It has been developed to ensure that clinical governance is an integral part of Barnardo's business and is at the heart of frontline practice and service provision. To ensure a coherent and integrated approach, this strategy draws on many organisational policies, procedures and strategies focused on:

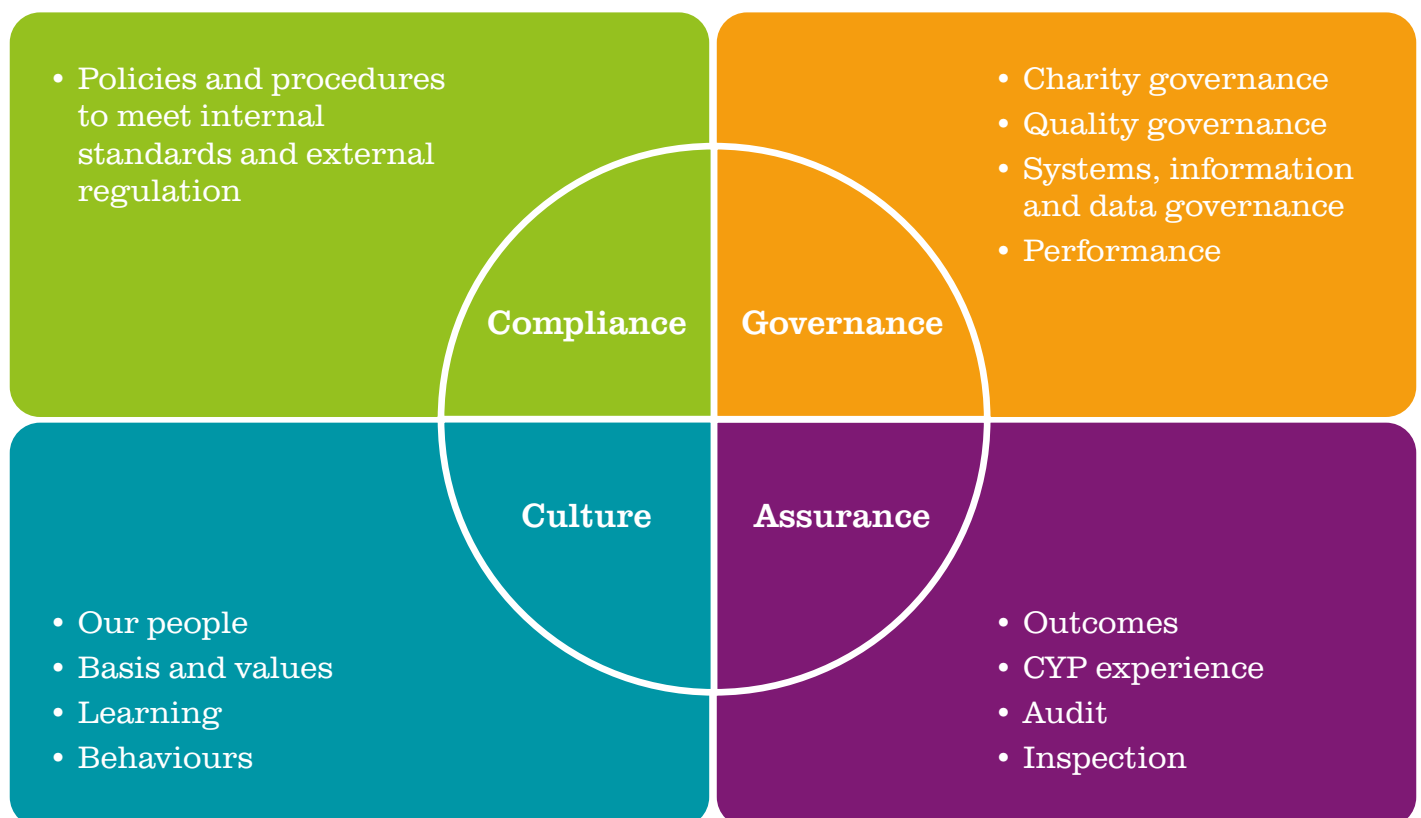
- Risk management
- Child and family involvement
- Audit and inspection
- Research, evaluation and impact
- Safeguarding and quality
- Workforce development
- Supervision and clinical supervision
- Data Governance
- Information governance
- Innovation and development
- Health and safety
- Estates.

What does Barnardo's want to achieve?

Barnardo's wants to ensure that children and families can rely on consistently high quality care and experience. By developing transparent, rigorous and timely enquiry, review and assurance processes, staff will be provided with the data and feedback they require to engage with continuous improvement.

The following themes will help achieve this, achieving the right culture from the board to the front line:

- Ensuring accountability for quality
- Investigating and taking action to improve performance
- Identifying, sharing and ensuring delivery of best-practice
- Identifying and managing risks to quality of care
- Ensuring Barnardo's culture supports effective engagement on quality
- Driving continuous improvement
- Openness, honesty and candour
- Listening to children, families and staff
- Learning from errors and failures in care.



Clinical governance – a focus on quality

Clinical governance focuses on experiences and learning to improve outcomes, anticipate risks to safety and eliminate or reduce the risk of harm.

Established clinical governance processes enable Barnardo's to provide evidence to children and young people, the public, commissioners and to regulators that Barnardo's provides services that are safe, effective, child centred, timely, efficient and equitable.

The Clinical Governance Strategy ensures that:

- everyone knows the role they play in making clinical governance effective and ensuring Barnardo's provides a quality service
- staff understand the scope of clinical governance and how all the elements interact
- a shared vision is provided that describes a robust framework for clinical governance, including the organisational structure and lines of accountability which provides assurance about the quality of care provided to the Board of Trustees.

Deliver high quality services

Leadership and culture

The community

Child centred

Quality improvement

Learning systems

Aims

The aims of Barnardo's Clinical Governance Strategy are to assure the Barnardo's Corporate Leadership Team, volunteers and beneficiaries that there are robust clinical governance systems and processes in place to ensure that children and families receive safe, effective high quality services.

Barnardo's aims to embed quality at all levels and to deliver demonstrable improvements in children and families care by:

- improving safety and reducing harm
- enhancing children's experience
- improving population health by improving outcomes, clinical effectiveness and monitoring national benchmarks

- improving staff working experience
- reducing cost and increasing value for money to increase efficiency.

As the provider of choice, we need to develop the culture and skills to ensure that continual quality improvement is central to the provision of services to our communities. The Clinical Governance Strategy starts this process; enabling staff and volunteers across Barnardo's to make this central to their work – *quality and safety are everyone's business*.

Statutory regulation across the nations

As a provider of health and social care services, Barnardo's is responsible for monitoring compliance with the regulators across the four nations.

England – The Care Quality Commission (CQC)

Northern Ireland – The Regulatory and Quality Improvement Authority (RQIA)

Scotland – The Care Inspectorate, Scottish Social Services Council, and Healthcare Improvement Scotland

Wales – Care and Social Services Inspectorate, Wales (CSSIW)

Ofsted, the Office for Standards in Education, Children's Services and Skills.

In addition, there is:

- The Charity Commission which regulates charities in England and Wales to ensure that the public can support charities with confidence
- Charities in Scotland are regulated and awarded charitable status by the independent Office of the Scottish Charity Regulator (OSCR).

Whilst each of the regulators has a different framework through which to inspect Barnardo's services they all focus on the elements of:

Safety

Effectiveness

Caring

Responsive to people's needs

Well-led



Nations

Barnardo's Clinical Governance Strategy embraces the visions of the NHS and social care across the four nations of the United Kingdom, which all recognise that to improve the health of the most vulnerable children, working in an integrated way across health and social care is paramount.

We will work with our NHS and social care commissioners and providers across the four nations to guarantee we are compliant with their regulatory frameworks in order to ensure the delivery of high quality safe and effective services.



‘Clinical governance is the system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical excellence will flourish. Clinical governance encompasses quality assurance, quality improvement and risk and incident management (NHS England).

We will improve the health of the population, with particular focus upon the most vulnerable in our society. We will do this by developing an integrated health service which provides excellent care delivered in partnership with the public and other statutory and third sector organisations (NHS Wales).

“Health and Social Care Standards (the Standards) set out what we should expect when using health, social care or social work services in Scotland. The objectives of the Standards are to drive improvement, promote flexibility and encourage innovation in how people are cared for and supported. ‘Health and Social Care Standards: My support, My life’ (Scottish Government 2017).

*To be recognised internationally, but especially by the people of Northern Ireland as a leader for excellence in health and social care (Quality 2020 Northern Ireland Department of Health)’.
Northern Ireland Department of Health).*

What are the clinical governance objectives?



How is Barnardo's assured?

Assurance

Is part of clinical governance practice. It creates the way in which Barnardo's Board (and its sub-committees) is provided with accurate and current information about the efficiency and effectiveness of its service delivery, and the status of its compliance with statutory obligations. This enables the organisation, all the way to the Board of Trustees, to be confident that the desired level of quality is being delivered in the development and delivery of Barnardo's services and that those objectives are being met.

Assurance Framework

The Assurance Framework is the 'lens' through which those responsible for governance have the assurance necessary to discharge their duties, questioning 'How do we know what we know?' The Assurance Framework should provide the answer.

Operational

- Operational delivery.
- Provided by those responsible for service delivery.
- Assurance that operational performance is monitored, risk is identified, addressed and objectives are being achieved.

Management

- Oversight of management activity.
- Separate from operational service delivery but not independent of Barnardo's management structure.
- Compliance assessments by Barnardo's Corporate Audit and Inspection Unit (CAIU) or reviews for assurance that policies are being followed and objectives are being achieved.

Independent

- Independent and more objective assurance.
- Focused on the role of Audit & Assurance but include external audit and independent inspections (e.g., CQC and Ofsted).
- Routine internal inspections review.
- Outcomes.
- Stakeholders.
- Core Processes.
- Management of resources.
- Leadership.

Clinical governance alignment with equality objectives

The Clinical Governance Strategy is designed to contribute to the achievement of Barnardo's equality objectives.

- To work with partner organisations in the NHS, the voluntary sector and councils to engage with young people to promote health improvement and reduce health inequalities and access to services. This includes working with young people who are from Black, Asian, Minority Ethnic communities, disabled, LGBTQ+ and young carers.
- Using co-design principles to work with children and their families, staff and partner organisations to improve access to services and children and family experiences of our services.
- To recruit and manage a diverse workforce and to create a workplace where our colleagues feel they can be themselves.
- To ensure equality, diversity, inclusion, and intersectionality are embedded in all aspects of Barnardo's business.
- To consider the equality impact of decisions, policies, processes, change on each protected characteristic.

Roles and Responsibilities

Barnardo's Board of Trustees

Barnardo's Board of Trustees has overall responsibility for the activity, integrity and strategy of Barnardo's and to ensure it complies with the law and is run for public benefit. Part of achieving these aims is through operating the highest standards of quality and governance.

The Chief Executive has overall accountability for governance, delegating the executive responsibility to Corporate Directors and

Region and Nation Directors who in turn are responsible for reporting within the governance structure, ensuring that any supporting strategy, policy and practice guidance documents are implemented and evaluated effectively.

Region and Nation Directors

The Region/Nation Directors /Head of Family Placement and Head of ETS (Employment, Training & Skills) are accountable for the delivery of the governance agenda across their regions and national projects. It is the responsibility of the National and Regional Directors to ensure that the clinical governance requirements and values are embedded across their regions.

Awareness

All staff and volunteers should:

- Know that robust risk management and quality improvement are key priorities for Barnardo's
- Be aware of regulatory compliance
- Be aware of the key Barnardo's policies and processes and should comply with them.

Compliance

- Each locality/service/department should ensure compliance and year on year improvements in the quality of beneficiary care are achieved (and build this into their business plan).

Assurance

- Each Children's Service Manager should be 'assured' (i.e. by evidence collation, including audits), and able to demonstrate, compliance with clinical policy, regulation standards and other relevant requirements.

Sharing and learning

- Regions and teams should share areas of good practice and learning across Barnardo's, both when things go well and when things could be improved.
- Leaders need to support Barnardo's goal of being a charity of excellence and choice by continually striving to improve.

All staff

Are responsible for ensuring all service users receive high quality care and are treated with care and compassion, dignity and respect.

- All staff have a responsibility to raise concerns about any aspect of quality and safety.
- Work in partnership to ensure service users receive high quality care.
- Contribute to the implementation and achievement of quality outcomes, service development plans and compliance with related policies to ensure service users receive high quality and safe care.
- Undertake mandatory training and education appropriate to their role and attend an annual appraisal and development plan meeting with the line manager.
- Comply with Barnardo's policies, procedures and guidelines to protect the safety and wellbeing of service users and contribute to the audit programme.
- Understand key quality indicators, performance measures and patient feedback and be involved in quality improvement initiatives.
- Embrace new initiatives and innovation to improve outcomes.

Structures and processes

Quality must be at the heart of everything we do, and it must be understood from the perspective of patients (Darzi 2008). Barnardo's is committed to identifying risk and gaps in clinical governance and addressing these through a development or action plans to ensure that we are focused on continuous improvement in quality for our service beneficiaries.

Safety

The first dimension of quality must be that we do no harm to service users. This means ensuring that the services we provide are delivered in such a way that we minimise avoidable harm. This includes ensuring a safe environment within which we deliver our services and ensuring all staff have the skills and competencies to deliver safe services.

We will measure and analyse performance and quality indicators. Where possible these will be benchmarked against national comparators. These will act as an alert to declining trends and help determine future priorities for quality improvement. This will be a focus of our quality framework, developed in conjunction with the Director for Health.

Barnardo's has an organisational culture of learning and improvement to support all staff to develop and reach their potential and in turn deliver high quality safe services. We ensure all staff and teams are aware of their role, responsibilities and accountability for providing high quality care working within their professional codes of practice and Barnardo's codes of practice and conduct.

Effective care

This means understanding how effective/successful our interventions have been. Assessing this will include measures of clinical improvement. We will endeavor to measure the effectiveness of care through service users' own perspective through outcomes and service user reported outcomes. The principles align with the NHS Patient Reported Outcome Measures (PROMs).

We will ensure we work within each of the four nations NHS and social care outcomes frameworks. This will be achieved through compliance with NICE quality standards and other national guidance to ensure best practice is adopted and compliance is monitored and improved through clinical audit and service user feedback.

Staff are encouraged to share good practice and resources and to support the development of the health related elements of The BU (Barnardo's University) offer.

Assurance

The Children and Young People's Services Committee will be the forum through which we report on our health work pending the development of systems and structures under the guidance of the Director of Health. An annual report should be submitted to the committee.

Service user experiences

What was the quality of the experience? Did service users feel they were treated with dignity and respect?

This can only be understood through analysing and understanding service user's satisfaction with their own experiences of the services they received.

Barnardo's continuously works towards kite marks within several services.

Through our duty of candour, we foster a culture of openness and transparency with our service users.

Assessing quality improvement

Assessment of quality improvement is essential to understanding whether high quality care is being provided and quality improvement supported, and underpins all quality processes. Our Governance Framework ensures that the appropriate committee have clear, comprehensive reports to enable them to analyse trends, provide constructive challenges and take decisive action where required. Risks to quality need to be identified and corrective action taken to mitigate and manage any risk.

This includes:

- Quality and performance reports
- Regulatory inspection reports
- Exception reports of quality issues
- Progress against audits reports
- Service user safeguarding and incident reports
- Risk reports
- Service user experience feedback, survey results and patient stories
- Complaints, concerns, comments and compliments
- Workforce and training reports
- Staff survey results.

The Board of Trustees and Corporate Leadership Team are supported to maintain oversight through participation in a range of specialist committees including the Audit & Risk Committee, a Children & Young People's Service Committee and a Nominations and Remunerations Committee.

The Children and Young People's Services Committee

Chaired and attended by lead trustees, the committee provides an independent and objective view of internal control in accordance with clearly defined terms of reference, including a focus on the quality of our health portfolio and plans.

This group reviews and scrutinises the robustness of Barnardo's governance systems and processes. The lead trustees have an active role in providing assurance to the full Board on the management of risk and governance across Barnardo's.

Strategy implementation

The Clinical Governance Strategy relies on every employee understanding and taking responsibility for their role in delivering a quality service to children and families. All members of staff will be supported to develop ideas for service improvements into quality improvement projects. Children, carers and their families will be encouraged to take part in service design and improvements. In addition, the following are also necessary:

Ownership

Providing high-quality services and seeking opportunities for continuous quality improvement will be owned by all. All Barnardo's staff will be supported and encouraged to own and lead quality improvement work. Children, carers and families will be encouraged to be involved using co-production, wherever possible. Success will be celebrated and learning shared.



Resourcing quality

Barnardo's will identify a strategic lead to initiate and continually evolve processes and practice to embed the clinical governance agenda including leadership and quality governance.



Sharing intelligence

This will include operational intelligence, which will support triangulation of quality data. Triangulation will also serve as a tool to validate existing quality approaches.

Review

This strategy will be reviewed by December 2023 and should be subject to ongoing regular review in line with Barnardo's commitment and requirements to review and revise policies and procedures to ensure that they remain relevant and responsive to changes in law, policy and practice standards.



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