Sharing policies between divisions.

Theme | Learning From Incidents
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Case Study Date | 10/07/2023

REASON WHY?

Information from a Serious Incident investigation highlighted a need to consider how a document written by one division affects other divisions and how this is shared. Policies are ratified at local governance and then uploaded to the intranet; however, how do the other divisions know that they are there and that it may apply to them? There isn't a current known or set process for doing this.

SMART AIM

S — SPECIFIC
M — MEASUREABLE
A — ACHIEVABLE
R — RELEVANT
T — TIME-BOUND

To improve the communication of polices that need to be shared between divisions as evidence by a written and agreed process by June 2023

PLAN

Following the identification of an issue during the serious incident investigation the project was started as part of the action plan.

Governance leads from all the divisions met with the improvement hub to consider the following two points:

To identify the current process in each division.

To consider potential solutions to the issue of how to share policies.

DO

The process for each division to ratify policies was identified by the governance teams in each area. All divisions had a process, but there was variation across division and across teams. For example, Clinical Support Services includes Therapies and Radiology and that department uses a computerised system to log and store policies. What was clear was that once the policies had been ratified in the division (or team) they didn't have to go to a central point. Some policies go to Trust level meetings such as IPC, Safeguarding or Quality Operational Group (QOC), but not all.

The flow chart shows an example of a team process to ratify documents

STUDY

Although the existing structures are robust in terms of ratifying policies, there is no structure in the Trust to ensure that these policies are shared between divisions, rather than just being put on the intranet.

There is a newsletter that comes round with information on it about policies, but the list does not include links to the actual policies.

Preliminary enquiries show an appetite to reinstate the Policy Approval Group (PAG) which was a Trust level meeting designed to have oversight on all policies.

The pictogram (right) shows the divisional structure of meetings with no significant cross over points for policies that are not corporate (such as IPC, or Health and Safety)
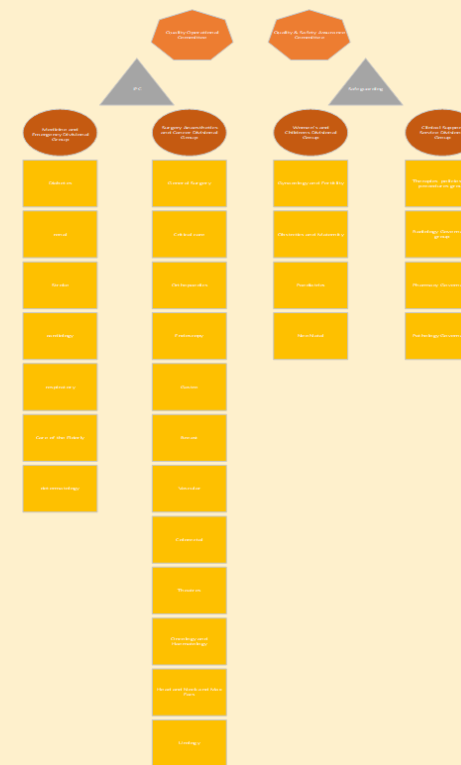
ACT

This project now needs to be passed on to the corporate governance team in order to finalise the Policy for Policies. This will take into account the findings from this project and use this work to identify current parts of the process that work and parts of the process that need to reviewed or reinstated.

The next steps

For the corporate governance team to meet and identify a list of options for the governance of policies included reinstating PAG and alternatives to PAG and put these to the executive team for decision. To write this into the draft policy whilst the solution is tested to see if it works for the Trust.