



Theme 4 – Leadership, Governance and Management

(Standards and Features extracted from Interim Standards for New Directions Report)



Theme 4: Leadership, Governance and Management

Effective governance in services and supports for people with disabilities is accomplished by directing and managing activities using good business practices, objectivity, accountability and integrity. In an effective governance structure, overall accountability for the delivery of services and supports is clearly defined and there are clear lines of accountability at individual, team and service levels so that all people working in the service are aware of their responsibilities and who they are accountable to.

The statement of purpose for the service provider promotes transparency and responsiveness by accurately describing its aims and objectives, the services and supports provided, including how and where they are provided. Governance systems ensure the delivery of high quality, person-centred services and supports through the ongoing audit and monitoring of performance.

Effective leadership and management ensure that a service provider fulfils its statement of purpose and achieves its objectives. The deployment of necessary resources through informed decisions and actions facilitates the delivery of high quality, person-centred services and supports to people with disabilities. The effectiveness of services and supports sourced externally is monitored through formalised agreements. The safety of services and supports is assured by monitoring compliance with legislation and acting on national policy, standards and recommendations.

Theme 4: Standards for Leadership, Governance and Management

Standard 4.1: The service provider develops and promotes a culture of quality, person-centredness, community inclusion and active citizenship throughout the service.

Standard 4.2: The service provider performs its functions as outlined in relevant legislation, regulations, national policies and standards to protect each person and promote their welfare.

Standard 4.3: The service provider has effective leadership, governance and management arrangements in place and clear lines of accountability.

Standard 4.4: The service provider has a publicly available statement(s) of purpose that accurately and clearly describes the services and supports provided.

Standard 4.5: The service provider has appropriate service arrangements, contracts and/or other similar arrangements in place with the funding body or bodies

Standard 4.1: The service provider develops and promotes a culture of quality, person-centredness, community inclusion and active citizenship throughout the service.

Features of a service meeting this standard are likely to include:

- 4.1.1. The service provider actively develops and promotes a culture of quality, person-centredness, community inclusion and active citizenship through the:
 - mission statement
 - service design
 - code of governance (which includes a code of conduct and management of conflict of interest)
 - allocation of resources
 - training provided
 - development and evaluation processes
 - policies and practices
- 4.1.2. A clear commitment to promote and strengthen a culture of quality, person-centredness, community inclusion and active citizenship is demonstrated by leaders at all levels.
- 4.1.3. The service provider facilitates leaders at all levels in maintaining and improving their skills, knowledge and competencies to fulfil their roles and responsibilities in delivering high quality, person-centred services and supports.
- 4.1.4. There are regular reviews to identify areas for improvement in the culture of the service, which incorporate feedback from all relevant stakeholders including people who use the service and the workforce. Action is taken to bring about improvement in the identified areas.

Standard 4.2: The service provider performs its functions as outlined in relevant legislation, regulations, national policies and standards to protect each person and promote their welfare.

Features of a service meeting this standard are likely to include:

- 4.1.5. Staff demonstrate a knowledge of legislation, regulations, policies and standards for the support and welfare of people with disabilities appropriate to their role, and this is reflected in all aspects of their practice.
- 4.1.6. Appropriate action is taken on requirements made by regulatory bodies to comply with regulations.
- 4.1.7. Appropriate action is taken on recommendations made following an investigation into the services and supports delivered by the service provider.
- 4.1.8. New and existing legislation and national policy is reviewed on a regular basis to determine what is relevant to the service provider, how it impacts on practice and to address any gaps in compliance.

Standard 4.3: The service provider has effective leadership, governance and management arrangements in place and clear lines of accountability.

Features of a service meeting this standard are likely to include:

- 4.3.1. The service provider has clearly defined accessible governance arrangements and structures that set out lines of authority and accountability, stipulate individual accountability, and specify roles and responsibilities.
- 4.2.1. The service provider is governed in a manner that supports the active participation of people with disabilities and their families and advocates, where appropriate.
- 4.2.2. The service provider is registered in accordance with the requirements of the HSE.
- 4.2.3. The registered provider, the person in charge (manager of the service) and all other persons involved in the management of the services and supports are fit persons.
- 4.2.4. There is an internal management structure appropriate to the size, ethos, and purpose and function of the service provider.
- 4.2.5. Leadership is demonstrated by management at all levels and there is a commitment to continuous improvements in the services and supports provided.

- 4.2.6. Leaders demonstrate that they understand the needs of people with disabilities using their services. They direct resources to provide high quality, person-centred services.
- 4.2.7. Strategic and operational plans for the service provider set clear objectives and plans for the delivery of high quality, person-centred services and supports with a focus on improved outcomes for people with disabilities. Strategic and operational plans are implemented.
- 4.2.8. There are management arrangements in place to achieve planned service objectives effectively and efficiently.
- 4.2.9. Information governance arrangements are in place to ensure that the service provider complies with legislation and regulations, uses information ethically and uses best available evidence to protect personal information and to support the provision of services and supports.
- 4.2.10. There is an established risk management framework and supporting structures in place for the identification, assessment and management of risk.
- 4.2.11. There are systems in place to effectively manage risk, including a designated person(s) to contact in an emergency.
- 4.2.12. Records are maintained to monitor complaints, concerns and adverse events. Details are taken of any investigations and related actions, to help ensure complaints, concerns and adverse events are addressed appropriately, trends are detected and learning takes place.

Standard 4.4: The service provider has a publicly available statement(s) of purpose that accurately and clearly describes the services and supports provided.

Features of a service meeting this standard are likely to include:

- 4.4.1. There is a statement of purpose for the service which clearly describes the services and supports provided by the service provider.
- 4.4.2. The statement of purpose for the service details:
 - the aims, objectives and ethos of the service
 - the models of service delivery and aligned resources necessary to deliver high quality, person-centred and reliable services and supports that are responsive to individual choices, needs and abilities
 - the range of services and supports and any specialised facilities provided

- the terms and conditions of the agreement for the provision of services and supports
 - a list of key policies that inform practice in the service
 - the geographical areas which the service provider covers
- 4.4.3. The statement of purpose is reviewed regularly and updated when necessary.
- 4.4.4. The statement of purpose is publicly available and communicated to all stakeholders, including people who use the service, in a format that is accessible and that can be easily understood by them.
- 4.4.5. The review and evaluation of the statement of purpose is incorporated in the service's governance arrangements to provide assurance that services are being delivered within the scope of the statement of purpose.
- 4.4.6. The service provider only provides the services and supports that it knows it can deliver effectively and safely

Standard 4.5: The service provider has appropriate service arrangements, contracts and/or other similar arrangements in place with the funding body or bodies.

Features of a service meeting this standard are likely to include:

- 4.5.1. Formal service arrangements, contracts or similar arrangements clearly define the relationship, role and responsibilities of both service provider and funding body.
- 4.5.2. The service arrangement, contract or other similar arrangement specifies clearly the nature, quality, quantity and outcome of the service to be delivered by the service provider and what level of funding is being provided.
- 4.5.3. The service arrangement, contract or other similar arrangements defines the reporting, monitoring, review and oversight arrangements in place between the service provider and the funding body including expectations as regards compliance with relevant legislation, national policy, and relevant quality standards, systems and measures.