

Citizens at the centre of defining policy, service design and delivery

Public value describes the value that an organisation provides to society. It seeks to improve social outcomes at community level alongside meeting the needs of individuals. It requires a shared understanding of the important values that citizens, tax payers, service users and communities want to see achieved by and reflected in public service organisations. It also presents a way of improving decision-making by calling for public service leaders to engage with service users and the wider public, thereby promoting greater trust in public institutions.

In creating public value leaders must answer three questions:

1. Is the purpose valued by the public?
2. Will it be politically and legally supported?
3. Is it administratively and operationally feasible?

Adapted from: Moore, M. H. (2013)

Adding value to society

‘Societal value’ is created not just in the output of public services but also in the processes and ethos involved in service provision. All organisations – public, private and voluntary – create ‘public value’ whenever they generate economic, social or environmental benefits as part of, or alongside, their core activity. Organisations create public value by adhering to the qualities of good public services.

Good public services are **ethical**, provide high **quality** service, are financially **efficient** and **effective**, are **responsive** to people’s needs, are **accountable** to the taxpayer, are **equitable** in how they treat anyone seeking a service, and are ecologically **sustainable**.



Adapted from: O'Connor, N. (2016: 3 and 2017: 21)

Ethical dimension of public value creation

The Irish Civil Service Code of Standards and Behaviour identifies the following principles:

- ▶ Integrity
- ▶ Impartiality
- ▶ Effectiveness
- ▶ Equity
- ▶ Accountability

Source: Standards in Public Office Commission (2008)

Supporting a Culture of Safety, Quality and Kindness

A Code of Conduct for Health and Social Service Providers (May 2018)

Introduction

The Department of Health has developed a unified Code of Conduct that “applies to all service providers and individuals acting on behalf of those service providers that come into contact with a user of health or social services.”

The purpose of the Code of Conduct is:

1. To **ensure the safety of those that access our services**, simultaneously striving to ensure that the **quality of these services is always improving** and establishing that the **primary obligation** of anyone working in health or social services is to proactively advocate within their organisation in the best interests of service users, treat them as they would a family member and challenge others to do the same.
2. To implement a set of responsibilities:
 - ▶ That **clearly set out the standards expected of service providers** in relation to promoting and achieving an optimal safety culture, corporate and clinical governance and performance in the organisation.
 - ▶ The ongoing adherence of which should be monitored by:
 - ▼ Service providers as part of internal corporate and clinical governance arrangements and audit.
 - ▼ HIQA in the context of the Health Act 2007 and the licensing of all providers of health and social services.
 - ▼ Mental Health Commission in accordance with the Mental Health Act 2001 and its Quality Framework for Mental Health Services in Ireland.
 - ▶ That **complement and build** upon existing health and social service provider corporate and clinical governance systems, policies and performance frameworks as well as professional regulation and associated codes of professional conduct.

- ▶ That **articulate a framework** against which service providers, board members, executives and employees can be assessed and held to account should they be found to be in breach of the Code.

The **guiding principles** are:

- ▶ Patient-Centredness/Putting people first
- ▶ Kindness, Dignity and Respect
- ▶ Openness and transparency, honest communication, learning and accountability
- ▶ Excellence, effectiveness and efficiency
- ▶ Working together/team work and patient/family involvement

Implementation of the Code of Conduct

The implementation of the Code is considered a key element of achieving an improved patient safety culture throughout health and social care services.

Please consult the full text of the Code of Conduct: <https://health.gov.ie/wp-content/uploads/2018/07/Code-of-Conduct-15062018.pdf>

Source: *Department of Health and Health Service Executive (2018:2–16)*

Other relevant policies:

- Policy on Good Faith Reporting: <https://www.hse.ie/eng/staff/resources/hrppg/good-faith-reporting-policy-2011.pdf>
- Policy on Fraud: <https://www.hse.ie/eng/staff/resources/hrppg/framework%20for%20the%20corporate%20and%20financial%20governance%20of%20the%20health%20service%20executive.pdf>

