Our vision for “The Care Values Framework” in the Bailiwick of Guernsey:

People will be at the centre of care that is responsive to their needs. We will have caring, compassionate, empowered, educated and accountable Care Providers adhering to their professional codes.

For the purpose of this document the term Care Providers includes all staff involved in the delivery of care.
Foreword from the Chief Secretary

The Care Values Framework 2017 - 2020 is focussed on achieving better care and outcomes for our community. I am delighted that this will be of use not only to HSC staff, but also to all care providers throughout the Bailiwick.

The Framework will support the delivery of the HSC transformation programme – ‘Thinking Differently - Working Differently’.

The Framework has the full support of the Committee for Health & Social Care and, on their behalf, I would like to thank everyone who has contributed to this document.
Chief Nurse’s Introduction

Service Guernsey

Service Guernsey was introduced to all States of Guernsey employees by the Chief Executive in November 2014. It gives the organisation a set of values and objectives to help us work together as one team, across all the different services, with a common purpose and aim and by doing so achieve a reformed public service.

There are four overall Service Guernsey priorities

- Improving customer engagement and satisfaction
- Delivering and demonstrating value for money
- Improving staff engagement and satisfaction
- Enhancing organisational performance measurement and management

These are supported by a focus on:

- Using modern technology to deliver and support services in a smarter and more innovative way “Smart Guernsey”.
- Encouraging innovation and creative thinking within the public service and establishing a culture of continuous improvement.

The Care Values Framework

The Care Values Framework is based around the six themes of Service Guernsey integrated with 6 key Principles for Care Providers to ensure that there is a focus on the areas that will help us deliver a higher quality of care. The Framework remains committed to the values of the 6Cs (Care, Compassion, Competence, Courage, Communication and Commitment) and delivering the values of Service Guernsey.

The Care Values Framework is also committed to the standards within each of the professional Codes to which each individual Care Provider is duty-bound which I believe reinforces our professionalism.

It sets the direction of travel that will enable Care Providers to achieve better care and outcomes for our community. It is envisaged that the Care Values Framework can be used by all Care Providers throughout the Bailiwick of Guernsey.

Whilst the Care Values Framework started out as a healthcare document we are committed to an integrated health and social care framework, and it is vital to work together with our social work colleagues as we take the Framework forward over the next four years.

Care Providers currently face some of their greatest challenges, especially within the Bailiwick. We need to provide assurance that we are delivering safe and effective high quality services. With The Care Values Framework we can improve the work on standards of care, education, evidence based practice, leadership and commitment to improving recruitment and retention of our workforce.

We are asking each Care Provider (carers will be supported by their line managers) to read the Care Values Framework and ensure they contribute and engage with the work generated from the 6 key principles within it.

We will review the implementation of the Care Values Framework through regular reports presented at the Care Values Framework Working Group Meetings, where other colleagues will be co-opted as required to provide updates.

Some of the work highlighted in the Care Values Framework may already be in progress so it’s vital that as we move forward we integrate the 6 principles into established work streams throughout Health and Social Care (HSC) and the States of Guernsey (SOG).

Implementation

The Care Values Framework has been developed following consultation with all Care Providers. It is important that all staff who have a pivotal role in the delivery of front-line care have had the opportunity to contribute and, importantly, will be involved in the delivery of the key actions we have identified.
It is expected that all areas will work closely with healthcare professionals and service users to take a lead and embed the changes within their practice areas and on an annual basis key priorities within the principles will be identified as lead projects by each working group. This will ensure delivery of the Care Values Framework over a four year period.

Each priority will have a lead professional supported by a working group of Care Providers. Each working group will feed back progress in a set format (see Appendix 1). The work will then link into a monthly Care Values Framework team meeting, chaired by the Chief Nurse that will monitor progress. Progress will be reported to the corporate management team at HSC.

**Service Guernsey and the Care Values Framework**

It will be the responsibility of each of the individual working groups to ensure that the Service Guernsey priorities are embedded into each of the 6 principles and the individual priorities

---

**Introduction**

The Care Values Framework is presented in six sections, reflecting our key principles over the next four years. Each section is then sub divided into priorities for each principle, setting out how we intend to demonstrate we are delivering on each principle.

**Principle 1. To promote a culture of courage and compassion**

**Principle 2. To deliver safe and effective Harm Free Care**

**Principle 3. To support research, innovation and evidence based-practice**

**Principle 4. To build and strengthen Care Providers leadership at all levels**

**Principle 5. To have an empowered and skilled workforce**

**Principle 6. To deliver high quality, effective joined up models of care**
**PRINCIPLE 1**

To promote a culture of courage and compassion.

“We will show empathy, respect and dignity to all those we come into contact with, and have the courage to speak up when we have concerns. We will have the personal strength and vision to innovate and to embrace new ways of working.”

---

Key Priorities to Deliver Principle 1

1. Deliver compassionate care, which is measured against key performance indicators (KPIs). This information will be visible to service users, carers and staff.

2. Ensure facilitated reflective practice (or equivalent for regulated Care Providers) is embedded across HSC.

3. Recognise and celebrate good care across the Bailiwick.

4. Implement systems to support Care Providers to practice in a supportive environment.

5. Identify and eradicate poor practice with a supportive and developmental approach.

6. Learn from service user experiences and work collaboratively to plan their care and develop new services.

7. Embed the Raising Concerns and Duty of Candour Policy across the organisation.

8. Develop ‘Always’ events, for example: Care Providers will always introduce themselves to service users and families.

9. Schwartz rounds will be introduced across HSC. These provide a structured forum where all staff come together regularly to discuss the emotional and social aspects of working in healthcare.
Key Priorities to Deliver Principle 2

1. Ensure an evidence-based care standard document as a rolling programme is delivered across HSC, for example: SCAPE (Safe Clean and Personal Every Time- evidence based quality standards).

2. Measurably reduce harms, including: pressure ulcers, falls, hospital acquired infections, medication errors and re-admissions.

3. Promote standardisation of practice, whilst acknowledging the uniqueness of each service user.

4. Ensure early identification of service users/relatives and staff at risk of harm.

5. Train, educate and support staff to deliver safe and effective care, e.g. safeguarding training.

6. Ensure that all environments will provide examples of reasonable adjustments being made to meet the needs of individual service users.

7. Ensure there is a commitment with all adverse incidents to explore and improve practice and learn lessons, leading to a culture that is fair, open and transparent.

8. Involve service users and carers in planning the care they receive.

9. Embed the single Governance Framework across HSC.

10. To support Care Providers to undertake local and national agreed audits to demonstrate commitment to the quality of clinical care, so it can be measured and improved.
PRINCIPLE 3
To support research, innovation and evidence based practice

“We are committed to an annual increase in Care Provider staff led research, audit and publications”.

Key Priorities to Deliver Principle 3

1. To review, agree and implement the HSC research strategy.
2. Collaborate with our local university providers to enhance research activity across the Bailiwick of Guernsey. This will be linked to organisational and transformational priorities.
3. Establish an annual conference (that brings together all Care Providers) where research-based evidence, innovative practice and posters can be shared and celebrated.
4. Establish a research/critique working group to look at new evidence and disseminate findings.
5. Promote developmental opportunities so all Care Providers (acknowledging the diversity across HSC) can engage in academic and scholarly activities.
6. Promote a culture that fosters critical thought, and where staff constantly question and strive to innovate, change and challenge practice.
7. Ensure all grades of staff have the opportunity to develop the skills they require to promote evidence-based practice, with sustainable change.
Key Priorities to Deliver Principle 4

1. Develop a visible leadership programme (including “back to the floor”) for all senior Care Providers.
2. Introduce, with the support of the SOG learning and development teams, a leadership development course focused on culture, compassion and effective communication, with clear objectives across HSC.
3. Senior staff will support facilitated reflective practice/reflective discussions (or equivalent).
4. The values of all Care Providers will reflect the 6Cs.
5. A new appraisal system will be introduced, led by the senior Care Providers, that will include these values. This will ensure that staff have the necessary skills, knowledge and values within the organisation.
6. The appraisal system will set annual objectives linked to the Care Values Framework, priorities of the organisation and transformation agenda.
7. The values within the Care Framework will be part of the recruitment process and at all interviews.
8. Introduce a developmental programme for all newly appointed managers across HSC that incorporates contemporary leadership methodologies, which are fair, open and transparent.
9. Develop a succession planning programme that includes the introduction of junior leadership roles, for example junior sisters.
10. Ensure all staff adhere to the “Dress Code Policy”. This will promote a professional image at all times, and will ensure staff can be identified from service users.
11. To ensure an evidence based outcome is undertaken on peer reviews across HSC, with the overall objective that the peer review process improves patient safety and health outcomes.
12. We will continue to recognise and reward leaders, as reflected in the core qualifications framework.
PRINCIPLE 5
To have an empowered, accountable and skilled workforce

“We are committed to ensuring we have sufficient Care Providers to deliver safe and effective care with the provision of an excellent experience for every service user. Pledging that all grades of the workforce feel engaged and empowered to provide evidenced-based appropriate care”.

Key Priorities to Deliver Principle 5

1. In conjunction with the SOG People Plan, there will be an annual review of the healthcare workforce, to ensure we have appropriately skilled and adequate numbers of staff as required to deliver effective evidence-based care. (The nursing and midwifery workforce will have a twice a year review as per national guidance).

2. The Chief Nurse will report to the HSC Committee at least twice a year on the nursing and midwifery workforce staffing levels measured against the acuity and dependency of the service users. There will be an annual report for all other Care Providers.

3. Develop a dependency tool (if applicable set local based safe staffing levels) throughout all locations, ensuring staffing levels meet national guidance.

4. Implement a system to identify daily gaps in staffing, with an escalation policy for all Care Providers, to ensure staff can deliver evidence-based care.

5. Implement the recommendations of any HSC recruitment and retention plans and ensure actions are communicated extensively throughout HSC.

6. Develop a competency framework for registered and non-registered Care Providers, with appropriate supervision and support.

7. Each area will devise and implement a minimal list of training/competencies to be achieved for every staff member per year and measure against these competencies to ensure they have been met, in line with policy and regulatory requirements.

8. Ensure all new staff receive an orientation induction programme preceptorship / Care Certificate when joining the organisation.

9. Each service area will complete an annual training needs analysis to ensure a strategic overview for all HSC departments, so avoiding duplication of courses and ensuring value for money.

1. National Quality Board (2013) How to ensure the right people, with the right skills, are in the right place at the right time A guide to nursing, midwifery and care staffing capacity and capability Available from: http://bit.ly/1UcPOy

PRINCIPLE 6
To deliver high quality effective and integrated care

“Our current ‘Business as usual’ model is not sustainable, and we are committed to working with service users, carers and other practitioners to develop and provide new models of care, which deliver the best efficient and effective outcomes”.

Key Priorities to Deliver Principle 6

1. Develop effective working relationships with our partners and voluntary sectors, so that new models of care can be co-created within the Bailiwick of Guernsey, in line with the transformation plan.
2. Promote integrated care pathways across the professional boundaries, to facilitate the introduction of new models of care, with pre-defined KPIs to provide excellent service user outcomes.
3. Ensure that service users, from birth to end of life, are supported to make choices that best meet their needs.
4. Involve and consult with service users in the design of future services.
5. Develop a service users leaders programme.
6. All programmes of care will promote health and well-being and support individuals to achieve their optimum level of independence, with a commitment to promoting healthy lifestyles.
7. Service users feedback about their care will be used to improve and develop how Care Providers deliver care.
8. In conjunction with the SOG well-being framework, introduce and implement a healthy workplace toolkit, highlighting the value we place on our staff.
9. Be committed to a validated system of endorsed regulation across HSC to assure the public, service users, staff and our regulators that we are providing safe, effective, compassionate and high quality care.
Appendix 1: Example of implementation plan which will be correlated from each principle working group.

**Principle 1: To promote a culture of compassion and courage**

Lead Professional ________________________________

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>How will this be implemented?</th>
<th>Who will lead the implementation process?</th>
<th>What resources will be required?</th>
<th>Time line for implementation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAMPLE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
For more information about the Care Values Framework go to 
gov.gg/carevaluesframework