

Notes from the discussion groups at the Council Strategy and Governance Workshop held on Thursday 5 October 2006 at the **Tankersley Suite, Tankersley Manor Hotel, Church Lane, Tankersley, Barnsley, West Yorkshire**

## **PLENARY SESSION;**

The keys themes of the February Council workshop had been;

- The need to move forward following the adverse events of the previous year.
- The need to recognise the complementary nature of the role of Council members and the Executive.
- The need to work together on refining the strategic process used by the HPC.

The aim of this workshop was therefore to;

- To reflect on the results of the Council workshop in February 2006
- Review the progress achieved since the Council workshop in February 2006
- To consider the meaning of strategy and how best HPC could develop it
- To consider how the Council could work together more effectively
- To consider how each individual on the Council could contribute to the work

There was a consensus that the organisation had developed well over the past year and appeared to have moved on from where it had been at the time of the fraud.

It was noted that;

- Members had a different level of knowledge of staff members depending on the area of the organisation in which they were involved
- Some tension within an organisation was not a negative thing and could help the organisation to challenge itself
- The support machinery for Council was working well and that the papers prepared were of an increasingly high standard
- It was important for Council to be clear in its expectations of the Executive and that constructive criticism was seen as helpful
- Council needed to develop a mechanism for moving into new areas of discussion and activity

- The workplans and strategies for individual functions had been developed within the organisation and that these linked to the corporate strategy

### **Task – 3 Groups**

Group 1 to discuss the following;

- What can we do to improve the effectiveness of the organisation? In such areas as;
- Shared Understanding of Corporate Governance
- Committee Work
- Council Meetings and the Participation of Council members
- Standing Orders
- Performance Review Processes
- Others.....

Group 1

Feedback given by Marc Seale

- **CHAIRMEN'S GROUP**

That the Chairmen's group had considered the purpose and the future of the group at its meeting the previous day. The Chairmen's Group had noted that it was useful for Chairmen of Committees to meet to raise awareness of issues being discussed by other committees and also to consider issues of common interest. The Chairmen's Group was also very aware that it was not a decision-making forum.

The Chairmen's group had recognised the need to formalise a number of governance issues with regard to this group in the interests of transparency. It had requested that a paper should be considered at the December meeting of Council setting out the remit of the group, the membership, the meetings schedule, the Secretariat support and also how the Group would report back to Council.

- **ROLE OF THE VICE-PRESIDENT**

The role of the Vice-President had been agreed by Council in December 2004. It was for Council to decide if further discussion regarding the role was required. The Group agreed to feed back to the away day that it had recommended that a paper on the Role of the Vice-President should be considered at the December 2006 meeting of Council.

- **CHANGES TO COMMITTEE WORK**

The Group agreed that the circulation of Committee minutes for ratification electronically after each committee meeting was very helpful. The inclusion of a paper listing matters arising from each meeting and the action was a positive move.

The Group noted that when a committee was disbanded it was important that members of that committee should be re-allocated to other committees as appropriate to their area of expertise. The Group requested that Council should be asked to consider whether the process for appointment of Council members' to Committees was adequate or whether it should be reviewed.

- **STANDING ORDERS**

The Group considered whether there was a need for a governance committee and the functions this committee should undertake. The issue of whether the work of this proposed committee would overlap with the work of the Chairmen's Group needed to be considered. It was suggested that a time-limited working group could be established to consider committee standing orders and whether any changes were required. Dr Green and Mr Camp noted that they would be prepared to Chair the working group. Another proposal was that the Audit Committee could extend its remit to include governance issues. The Group agreed that any decision regarding this matter would have to be made by Council.

- **PERFORMANCE AND DEVELOPMENT REVIEW OF COUNCIL MEMBERS**

The Group noted that a performance and development review process was definitely necessary for the Council. The Group noted that the current process was expensive and time-consuming and that the current form which members were required to complete was not helpful. Members required a different level of input from the President depending on the amount of time they had been on the Council. Longer established members did not necessarily need a face-to-face meeting every year. Consideration needed to be given to the agreement of a system which was cost-effective and fit for purpose.

The Group also noted that it was important that alternates should be fully briefed regarding the work of Council and that they should be supported in their role.

The suggestion that a system by which Committees assessed their work during the year was considered helpful. The assessment could take place at the final committee meeting of each committee cycle.

The above discussions should be fed back to the away day with a suggestion that papers on a number of issues should be considered by the Council.

Group 2a & 2b to discuss scenario planning;

- To construct a few ‘what ifs....?’ for HPC
- Develop an outline of how we move forward with a strategic process

## **Group 2a**

### Feedback given by Roy Dunn

- **MAJOR ITEMS ON THE HORIZON – Head line scenarios**
- No NHS
- One Large Regulator
- New Professions – how many at once?
- Running out of Money
- Government abolish protected title; protect by function or actions as in Canada (Pam S to obtain more information)
- Anti regulation government
- Commissioning teams direction
- Large decrease in registration numbers
- Inappropriate relationship case (FTP) or other high profile case.

In the past the Executive has delivered strategic proposals and Council had felt they were being given a single solution rather than options.

However it was recognised that to achieve certain goals within critical timescales the best option could be considered in the timeframe available.

- **IMPROVING PLANNING THE STRATEGIC – WAY FORWARD**

The Group raised a number of overarching questions which impacted on the strategic planning process.

Views and personalities impact the perception of strategy

Ownership required for the HPC strategy

How do we pull together diverse views to a concise strategy?

Provide key points and options

Then how to progress?

Noted the link between the timetable for Council decisions making and budget planning. Time lag if decisions not made by around October/November for subsequent years budget.

Noted that there is a fixed amount of work the Executive can achieve at any one time unless new resources were released.

Council members asked if Professional Liaison Groups (PLGs) were the way to develop new ideas in detail? Noted that PLGs do not free up time of Executive

- **NEW PROFESSIONS**

How do you pick the groups to regulate, how do you prioritise? What if they don't want to be regulated?

Should proactive decision be made not to validate all courses for new professions?  
New model of registration with a "Test of competence" or work with a 1 year placement with an existing professional; and no course validation!

What would the first profession to regulate be? Psychotherapists?

What if more work passes to "assistants" from registrants, numbers go down, courses for assistants grow – how do we react?

What if many of the new practitioners are trained remotely?

Increasing risk as titles become more diverse

- **OPTIONAL SOLUTION TO PROGRESS not fully developed**

Council creates the big list of scenarios (threats / opportunities), prioritises them. Executive determines what can be done and progresses

Further examples

Reputation Management - Around high profile cases two sub scenarios

- being dealt with by existing HPC process – good
- registrant returns to work after case not found and kills a patient

Panel Decisions vs. Council Decisions – eg what if Panel decision is not what Council would have decided?

Group 2 b

Feedback from Paul Acres

Constructed a major what if scenario with a number of variables in the equation and a number of assumptions;

- **VARIABLES AND ASSUMPTIONS**

Nature of tomorrow's medicine – New Technologies emerging which will change the way health care is delivered and the structure of professional practice

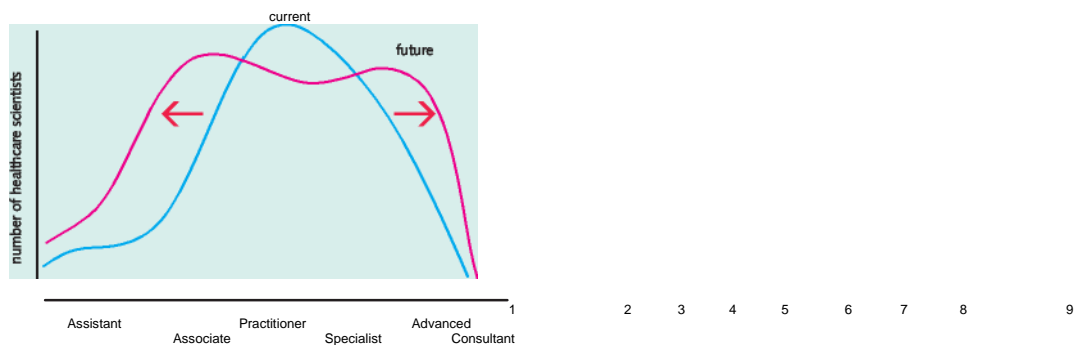
Demographics will impact on the composition of the workforce in terms of age and gender, working practices – flexible working etc - and also on the type of healthcare being delivered to an older population.

The public health agenda will increasingly emphasise maintaining the health of the population and also self-management by patients of their condition through programmes such as the Expert Patient Programme.

Euthanasia agenda – possible need for workers to support people who choose to die

Qualifications - likely to be a rise in the number of associate level workers and a corresponding fall in the number of qualified professionals over the next fifteen years.

Need to broaden the remit of independent self-regulation to include associate level workers



In the diagram above the blue line below provides an indicative profile of the current workforce, the pink line is an illustration of the workforce profile required to support the delivery of the NHS Improvement Plan including the provision of more services in the community.

The above indicates some key projected changes for the future:

- a) the need for more skills and competences to be transferred to assistants and associates
  - b) the creation of more advanced and consultant level posts to support the scientific and technological advancement of healthcare and new roles at the medical scientific interface
  - c) the need for scientific workforce numbers to increase
- There will be an increase in the numbers of consultant level professionals who will require standards beyond threshold level in the future.
  - There will be changes in the breadth of skill sets across many professions, as professionals acquire new skills to meet the needs of specific populations.
  - The current system does not regulate skill sets but professions. We may have to change the criteria against which we regulate professions in the future. We may have to stop regulating specific professions and instead regulate skill sets.

- **HOW DO WE MOVE FORWARD?**

The HPC response to Foster will have to take the above possibilities into consideration.

HPC will have to recognise that patient safety is not necessarily bound to protection of title.

There is a need to research different models and validate them.

There is a need to consider the capacity of the Council and the Executive to undertake strategic planning.

Need for Council and committees to become more strategic and to undertake scenario planning.

Need for Council to consider how to undertake this planning. Are more meetings required and what format would these meetings take – ½ day Council meeting and ½ day scenario planning or other options?

Need to consider increasing the capacity within the Executive for strategic planning – possibly by creating the role of Director of Planning.