



# Our rules of engagement



# **We will use this accountability framework to hold each other and ourselves to account**

## **This guide sets out how we will:**

- Set objectives, allocate resources and deliver our operational plan
- Work with each other across the group and our partners
- Know when we're successful

You can view the full accountability framework on our website:  
<https://www.bartshealth.nhs.uk/key-documents>

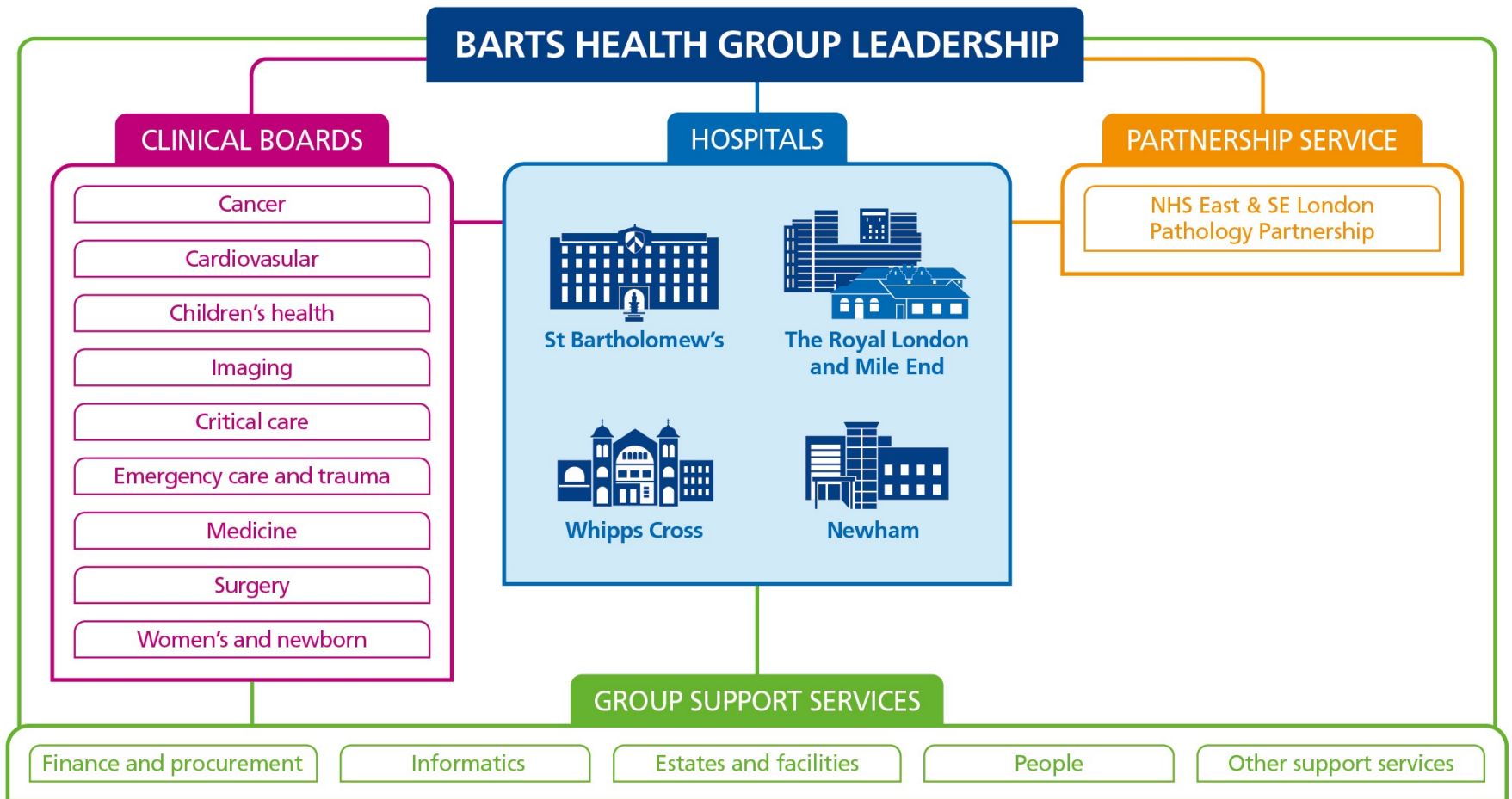
# We are guided by a set of principles

- We are clear on our objectives
- We place quality at the heart of what we do
- We have a consistent approach to the standards we set ourselves, and the way we manage risks
- We localise where possible, and centralise where necessary
- We work together across the trust and with our partners where there are inter-dependencies
- We encourage openness and honesty
- We embed an inclusive culture to reduce inequalities
- We are accountable and responsible



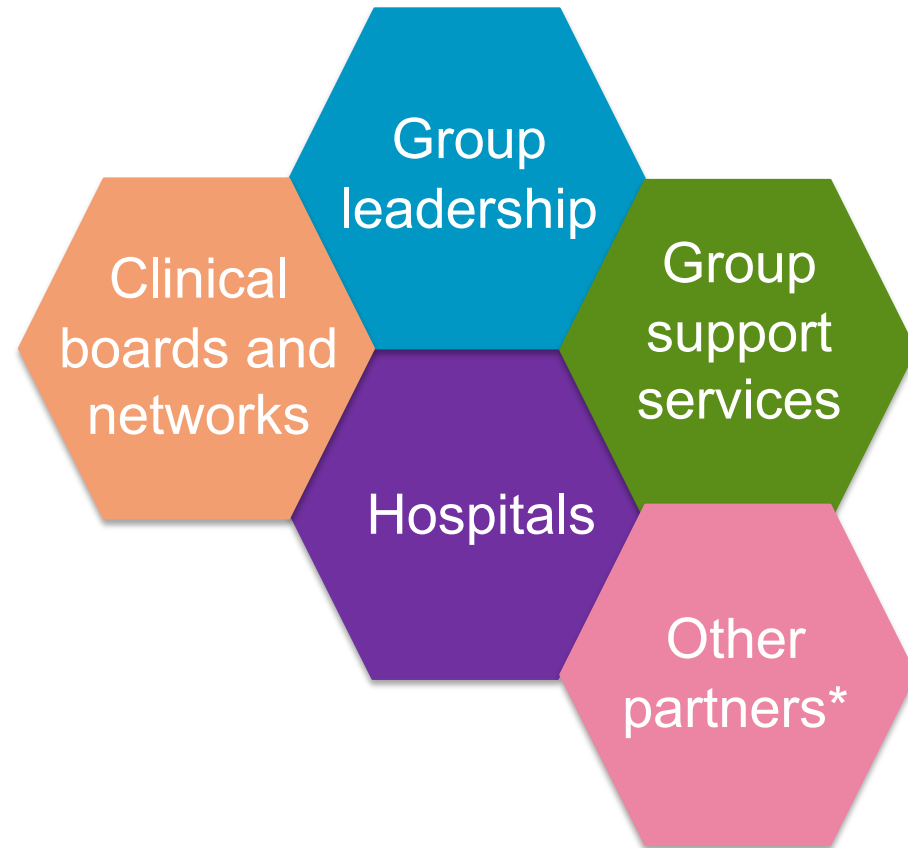
**Working  
together to  
provide high  
quality care**





# We all contribute to the delivery of our group operational plan

|                                     |  |
|-------------------------------------|--|
| <b>Group leadership</b>             | <ul style="list-style-type: none"> <li>• Responsible for statutory responsibilities as a public body</li> <li>• Holds hospitals and GSS to account</li> </ul>  |
| <b>Hospitals</b>                    | <ul style="list-style-type: none"> <li>• Responsible for the delivery of the hospital operational plan and accountable to group leadership and the trust board</li> <li>• Hold divisions to account</li> <li>• Responsible for networked services</li> <li>• Responsible for our 'place' within the borough</li> <li>• Collaborate with other hospitals</li> </ul> |
| <b>Clinical boards and networks</b> | <ul style="list-style-type: none"> <li>• Responsible for developing the strategy and vision, setting standards and reducing variation</li> <li>• Clinical boards hold the clinical networks to account and they have a regular interface with the hospitals</li> </ul>   |
| <b>Group support services</b>       | <ul style="list-style-type: none"> <li>• Accountable to group leadership and the hospitals for the delivery of corporate services</li> </ul>   |
| <b>Other partners*</b>              | <ul style="list-style-type: none"> <li>• Accountable to group leadership and hospitals</li> </ul>  |





**WeLead with accountability**

# WeLead across Barts Health

**Group leadership is responsible for leading an exemplary, collaborative and sustainable group**

| Leadership capacity and capability   | Vision, values and strategy  | Inclusive culture  | Governance and accountability  |
|--|--|--|--|
| <p>Use the WeLead framework to develop effective leadership across the Group, and wider system.</p> <p>Sets the parameters for hospitals and GSS to operate with devolved authority.</p> | <p>Collaboratively set and cascade the vision and values for Group, and contribute to the creation and alignment of strategy at a system, group and local level through a strategic framework and annual business plan.</p>            | <p>Deliver WeCare and WeBelong to create a compassionate, just and fair culture across the Group, where our people feel they are valued and belong.</p>            | <p>Hold the Group to account and lead a governance framework that connects to the wider system, enables regulatory compliance, and supports the system to work in a collaborative, flexible, and matrixed model.</p>       |
| Risk and performance   | Insight  | Patients and public participation  | Learning and improvement   |
| <p>Set the risk appetite, identify opportunities and manage a consistent risk management and performance framework within the Group, and support the wider system to succeed.</p>        | <p>Create a framework which provides guidance on how we triangulate insight to inform decision making across the Group, supported by robust data quality. Contribute to the wider system in using insight to drive decision making</p> | <p>Create a consistent approach across the Group and collaborate with the wider system to maintain a high level of participation with patients and the public.</p> | <p>Continue to embed WeImprove across the Group and ensure the processes and capabilities are in place for learning, improving and innovating. Contribute to a single improvement methodology across the wider system.</p> |



# WeLead our hospitals

## Hospitals deliver operational and clinical services on behalf of the Group

|   |   |  |   |
|---|---|--|---|
| <p><b>Quality</b></p>   | <p><b>Strategy and planning</b></p>   | <p><b>Finance</b></p>  | <p><b>People</b></p>  |
| <p>Maintain and develop services and quality objectives to deliver high quality, safe care that meets regulatory requirements.</p>  | <p>Development of an operational plan that meets the Trust's planning guidance.</p> <p>Develop hospital specific plans and strategies that support delivery of Group wide, borough, and NHSE objectives</p> | <p>Delivery of services within agreed financial plan and control total delivery of agreed cost improvement plan</p>          | <p>Recruit and retain a workforce that delivers high quality, safe, equitable care for patients</p> |
| <p><b>Devolved authority</b></p>  | <p><b>Operational excellence</b></p>  | <p><b>Governance and risk</b></p>  |   |
| <p>Lead locally where group leadership devolves authority eg where there are lower levels of risk, less opportunity for economies of scale and where there is a need to respond rapidly and in an agile manner.</p> | <p>Provision of services that are equitable and that deliver within agreed trajectories to meet the constitutional standards</p>  | <p>Effective hospital governance arrangements aligned with group governance which comply with CQC well-led best practice</p> |   |

# WeLead our clinical services

**Clinical boards and networks improve outcomes for patients through transformation, innovation and standardisation**

## Strategy and vision

Shape cross-site clinical strategy in order to improve outcomes, raise standards and reduce inequalities

## Standards and variation

Ensure consistency of standards across the Barts Health group, responding to national initiatives and local needs identified by hospitals

## Collaboration and partnership

Take a lead role across the wider health system, driving collaboration with partners in order to spread benefits on a wider scale

## Workforce, research and innovation

Lead on cross-site workforce priorities and the development of our research strategy, as well as driving the spread of innovation across the trust

# WeLead our support services

**Group support services provide high-quality support to hospitals and partners, working to agreed service standards**

## Delivery-driven services

- High-volume standardised services
- Service standards are agreed with service directors

## Relationship-driven services: managed centrally

- Services are delivered centrally because they deliver greater benefits to the group, such as economies of scale
- Service standards are agreed with hospitals and measured against performance indicators

## Relationship-driven services: devolved to hospitals

- Services are devolved to make use of local knowledge and to manage services flexibly and responsively
- Services will be managed by hospital CEOs with professional accountability to group leadership
- Scope for local variation will be agreed between professional leads and hospitals