



Case Study  
 Delegation of Duties  
 NLIH

### Project Background

The National Leadership and Innovation Agency for Healthcare (NLIH) is part of NHS Wales and appointed Ararna Limited to assist in the creation of the All Wales Guidelines for Delegation. Developing the skill and art of delegation is one of the essential building blocks to support workforce modernisation and is a key service delivery tool that can free up staff, enabling them to attend to more complex work.

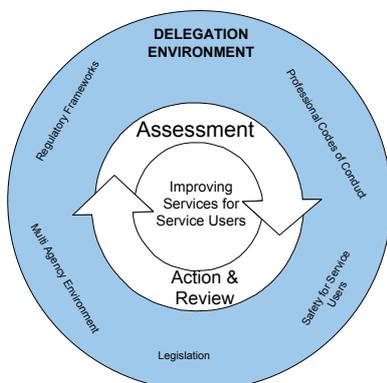
Delegation is an ever increasing issue in the NHS as many clinicians were reluctant to delegate tasks to others in fear of the task being carried out unsuccessfully. One of the barriers to delegation involved the fear of being held accountable if the task was not carried out successfully.

To assist in delegation being carried out successfully across NHS Wales, the All Wales Delegation Guidelines were produced.

### Methodology

Phase one of this project required Ararna to carry out extensive desktop research. Ararna reviewed 27 Professional Codes of Conduct's to gather any information possible in regards to delegation along with Regulatory Bodies. Ararna also reviewed many different delegation models to assist in creating the All Wales Model for Delegation.

Phase two of this project required Ararna to work with the Workforce Development team to develop a number of guidelines to assist in delegation.



Phase three of this project involved two consultation events, one in South Wales and one in North Wales with over 100 attendees. Feedback on the guidelines was received from delegates at the two events and this was taken on board and the guidelines were amended accordingly.

Legal advice was sought on the following; the issues arising from the process of delegation and the associated implications; legal advice was provided on the principles of accountability for delegation and on the consequential issues such as vicarious liability.

The All Wales Guidelines for Delegation were driven by Edwina Hart, Health Minister for Wales.

### Results

The All Wales Guidelines for Delegation were designed and developed into a book that was launched across NHS Wales in September 2010. These guidelines have been approved by the Health Minister, Edwina Hart and sent out to all NHS local health boards to assist in delegation taking place.

#### Testimonial

“The Ararna team was able to collate and analyse complex information into a practical and user-friendly document. The desk based research conducted was thorough and informed the consultation events across NHS Wales. The team worked to tight timelines and The All Wales Guidelines for Delegation were launched in September.

We have worked with Ararna on a number of projects and they consistently produce work of a high standard. I have no doubt that we will work closely with Ararna again in the future.

The Ararna team were a pleasure to work with and I have no hesitation in recommending them for future projects.”

*Charlette Middlemiss  
 Associate Director  
 Workforce Development  
 National Leadership and Innovation Agency for Healthcare*