

## **Partnership Charter: Care Capacity Demand Management (CCDM)**

This charter is a living document. Amendments to this charter can be proposed at any time by any member of the Capital & Coast DHB CCDM Council. Any changes will be agreed by consensus.

This is an agreed foundation document and an agreed way of working for the CCDM programme.

### **Partnership:**

Workplace partnership is about an **active relationship** between unions and the employer where they are working cooperatively and jointly to address areas of mutual interest.

Collaboration is at the heart of partnership.

### **Purpose Statement:**

Together we successfully lead the implementation of the Care Capacity Demand Management (CCDM) programme to deliver better patient outcomes by ensuring safe staffing and healthy workplaces.

### **Goals:**

#### **By April 2018**

All participants will be fully operating in the partnership framework.

#### **By October 2018**

The partnership framework is fully embedded in all of our work.

### **Leadership**

Co-leads - Responsibility is shared between the CCDM partners.

During Council discussions, group members can put forward and explore ideas and proposals without necessarily committing to them. The principle is that the parties can discuss an issue and not be bound to any ideas, information or proposed solutions until there is an agreement made by consensus

### **Core principles that underpin how this Council will work**

1. Accountability to partnership process
2. Respect for difference and separate needs
3. Tangible, valued, substantive results
4. Transparency
5. Focus on mutual benefit
6. Strong champions
7. Refer to 'partnership framework' and 'partnership best practice' pyramid

### **Meeting Process:**

#### **Start of each meeting:**

- Co-leads or project champion open the day
- Establish if there is a quorum for decision making
- Confirm the purpose and agenda for the meeting
- Check for any questions regarding the meeting
- Confirm roles and timeframes for the meeting
- Check progress/completion of agreed actions from previous meeting

#### **Close of each meeting:**

- Check against 'partnership framework'
- Agreed next steps and action points
- What is confidential from today?

- Agree what is communicated to the wider group and how that will be done
- Agree what notes need to be electronically recorded and who will do that
- Assign roles for the next meeting
- Form the basis of the next meeting's agenda
- Review of how the group interacted in terms of partnership principles

#### Roles within each meeting:

- Facilitator
- Recorder (during the meeting and for electronic record)
- Time keeper
- Group member

#### **Caucusing**

Either of the parties can call for caucus at any time if they feel it is useful to do so. A caucus call cannot be refused.

#### **Decision Making**

1. At the start of any discussion both parties will clarify this Council's decision making mandate.
2. That mandate may be for a full decision or for a recommendation.
3. Decisions and recommendations are made through the consensus process.
4. During discussions it may be useful to do the 'thumbs' climate test to identify where there may be difference.
5. Before decisions or recommendations are made they should be tested against the interests.
6. As a consensus decision is made all participants articulate their agreement (or non agreement in which case discussion continues).
7. If the Council is 'stuck':
  - Understand where we are stuck
  - Test against the interests matrix
  - Is more information needed?
  - Would other options work?
  - Could it be 'good to go'?
  - Get a neutral third party involved to test our thinking and facilitate progress.
8. **Consensus is where I can actively champion a decision, even if it wasn't my first choice.**

#### **Resolution of Issues/Dealing with Disagreement**

1. The parties will undertake this work using partnership values and processes such as active listening, consensus decision making and interest based problem solving.
2. However, nothing in this charter precludes any party from choosing to exercise its traditional and legal rights at any point.
3. If this CCDM Council cannot reach consensus, it will seek guidance from its union and management leaders. As part of this process this Council will summarise the options under consideration with a rationale for each.

#### **Dealing with Contractual Issues**

This CCDM Council has no mandate to make any contractual changes. If it identifies a recommendation that may have contractual implications these should be highlighted.

#### **Communications**

- This Council will develop a communications strategy regarding the work it is undertaking.
- The Council recognises the important link between communications and engagement.
- The Council members will communicate with its stakeholders regularly and agree the key messages to be communicated.

#### **Confidentiality**

1. Any documentation or information or discussion that is expected to be held in confidence will be identified prior to its sharing.
2. At the end of each meeting the question will be asked, "What is confidential from today?".