

Document Title	Managing Alcohol and Other Substance Misuse Policy			
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Lead Officer	Lynne Shaw - Acting Executive Director of Workforce and Organisational Development			
Author(s) (name and designation)	Julie White Workforce Development Officer			
Ratified by	Business Delivery Group			
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	V05	Review	March 2020	Harmonised policy with POL/WOR/007 Cumbria Partnership NHS Foundation and North Cumbria University Hospitals NHS Trust.

This Policy supersedes the following document which must now be destroyed:

Document Number	Title
CNTW(HR)21 - V04.2	Managing Alcohol and Other Substance Misuse Policy

Managing Alcohol and Other Substance Misuse Policy

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1 Introduction

- 1.1 Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust (the Trust/CNTW) is committed to ensuring the health, safety and welfare of its employees and those affected by its activities. The Trust also recognises that the misuse of alcohol or substances (including licit or illicit drugs e.g. prescribed; non-prescribed, over the counter, all types of drugs and new psychoactive substances (NPS) – these will all be referred to as ‘substances’ from this point forward) can result in adverse effects on a person’s health, relationships, safety and job performance.
- 1.2 The Trust has a legal duty, (Health and Safety at Work Act 1974, Misuse of Drugs Act 1971, and Management of Health and Safety at Work Regulations 1999), to reduce and where possible eliminate the risk of injuries or incidents occurring due to individuals suffering from the effects of harmful use / dependence;.
- 1.3 The Trust has a moral duty to ensure any employee affected by harmful use / dependence; is supported appropriately, whilst ensuring that the employee does not put themselves, others or the Trust at risk of harm.
- 1.4 Both the Trust’s Workforce and Organisational Development (OD) Strategy and Health and Wellbeing Strategy endorse our commitment to ensure that employee health and wellbeing are embedded into everything that we do as a Trust. The Trust will provide support to any member of staff with substance or alcohol issues, but will also educate and encourage staff to take responsibility for their own health and wellbeing and to improve their own personal resilience.

2 Purpose

- 2.1 This Policy applies to all Trust employees.
- 2.2 Bank Workers, Students, Trainees, Volunteers, Contractors, Agency Workers not employed by the Trust, but, working on Trust premises or in support of Trust activities are expected not to be effected by alcohol or substances. If any concerns are raised these will be notified to the appropriate employer who will be required to take appropriate action.
- 2.3 To alert all employees to the risks associated with alcohol and substance misuse and to promote a positive attitude towards the responsible use of alcohol licit substances.
- 2.4 To encourage and support employees in seeking help at an early stage in order to improve the chances of a successful outcome.
- 2.5 To provide a consistent and non-judgmental range of options to assist employees with alcohol or substance related problems.

2.6 The purpose of this Policy is to set out the framework to support the identification, management and removal of risks associated with an employee's alcohol or drug misuse, thereby ensuring the health and safety of service users, employees and all others working within or visiting the Trust.

3 Duties, Accountability and Responsibilities

3.1 This Policy applies to all Trust employees.

3.2 The Trust's Corporate Decisions Team will ensure that:

- Issues are dealt with sensitively but effectively
- They work in partnership with recognised Trade Unions in offering education and support for staff
- All involved in implementing and overseeing the Policy will work within Trust Policies and Procedures
- It complies with its statutory requirements

3.3 The Employee:

- Has an implied duty of care to present for duty in a fit condition and must not consume alcohol or substances, prior to reporting for duty; this also applies to being on call.
- If an employee is currently using drugs prescribed to them by their GP / Specialist and they feel that the side effects may affect their ability to perform their duties safely they should discuss this with their GP and their Manager or the Employee Health and Wellbeing Service;
- In the event that there is a problem requiring treatment because one off substance use may not indicate need for treatment. The decision to undergo treatment is the responsibility of the employee and no employee will be forced to accept assistance. However, they must be encouraged to understand the possible consequences of failure to seek help for their harmful use/dependence.
- The Trust will try to ensure that where treatment requires absence from work an employee will return to their current post following its completion and after an agreed action plan is devised. In cases where it is not advisable due to the individual's state of health or because it may jeopardise their recovery, or safety may be compromised, the Trust will make

every effort to redeploy the individual to suitable alternative employment. This will be looked at on a case by case basis;

If an employee does not comply with 'an agreed programme of recovery' supported by the Employee Health and Wellbeing Service, the Manager may need to invoke the disciplinary procedure.

3.4 The Line Manager or Manager with appropriate responsibility (e.g. in the management chain) will:

- Be responsible for ensuring a safe and healthy working environment;
- Pro-actively deal with an harmful use / dependence; problem in a timely manner;
- On identification of a possible harmful use / dependence; related problem initiate a frank and sensitive discussion, with the aim to advise, help and support the employee. This will include informing the employee of available support: e.g., GP, Staff Counselling, Alcoholics Anonymous and Drink line and advising them that the matter will be referred to Employee Health and Wellbeing Service;
- Support and encourage the employee where it is clearly evident they have a harmful use/dependence related problem to seek help as necessary;
- Respect confidentiality wherever possible. The employee will be informed if there is a need to break confidentiality;
- Pro-actively manage employees who are identified as having an harmful use / dependence; problem with sensitivity and in line with the Trust's relevant Policies and Procedures.
- It is not the policy of the Trust to undertake drug or alcohol testing on employees and if required by law testing will be coordinated by the Police.

Line Managers must not breathalyse staff if they believe an employee has turned up for duty and is intoxicated as a result of alcohol misuse.

3.4 Staff Side Representatives will:

- Help inform the workforce of the Policy which may include joint training sessions;

- Encourage employees who may have harmful use / dependence; related problem to seek help;
- Offer advice to members of their rights and responsibilities under this Policy;
- Offer support to a member in assisting with their rehabilitation.

3.5 Employee Health and Wellbeing Service will:

- Provide advice and guidance on how best to help an individual who has a problem with attendance, performance or behaviour at work which might be related to harmful use / dependence;;
- Provide assessment and on-going advice to individuals who refer themselves or are referred for help;
- Offer, initiate and support a recovery programme where appropriate, and provide effective and appropriate communication between employees and all those concerned with recovery. This includes the GP as well as the therapeutic agency;
- Assist in managing the employee's return to work or keeping the employee in work in a suitable and satisfactory way.

3.6 Workforce and Organisational Development (OD) Directorate will:

- Ensure that this policy is reviewed when necessary;
- Provide advice on the implementation of this Policy;
- Provide support, training and advice to Line Managers and employee;
- Provide advice and support in the event a Disciplinary Investigation is invoked.

4 Definition of Terms

- **Lead Officer:**

The Director accountable for the Policy;

- **Author(s):**

The person nominated by the Governance Group and / or Lead Officer to prepare the Policy;

- **Employee Health and Wellbeing Service and Staff Counselling Providers:**

Providers appointed by the Trust to provide occupational health advice and support and Staff Counselling advice.

5 Procedure / Process

5.1 Key Principals

5.1.1 The following key principals apply to this Policy:

- **Confidentiality**

- The Trust is committed to respecting the rights of its employees to privacy and confidentiality in accordance with Trust Policies and Procedures and will ensure that unless there are exceptional circumstances (e.g. where there is an immediate danger to patients, other employees, safeguarding or protecting their own children) confidentiality will be maintained wherever possible. The employee will be informed if there is a need to break confidentiality.

- **Approach**

- The Trust recognises that alcohol and drugs dependency is a health issue, and will seek to ensure managers and staff address this in a positive, fair and supportive manner whilst ensuring that any employee's harmful use / dependence does not affect patient care or the efficient operation of the Trust. Where appropriate issues of alcohol and substance misuse will be dealt with as a health issue and the employee will be supported through education, counselling, and assistance as appropriate;
- An employee who has a problem with harmful use/dependence is expected to seek assistance and participate in their recovery, although none will be forced to do this. If it is suspected that an employee's performance, attendance or behavior is being affected by the harmful use/dependence but this is denied by the employee or improvements are not made in an agreed reasonable timescale, the appropriate Disciplinary Policy – CNTW(HR)04, Staff Performance Management Policy –

CNTW(HR)13 and Managing Sickness Absence Policy – CNTW(HR)10 will be followed;

- The Trust will take all reasonable steps to prevent employees, carrying out work-related activities if they are considered to be unfit and therefore unsafe to undertake the work as a result of alcohol consumption, effects of alcohol withdrawal and substance misuse.

This may include suspension, which should be carried out in line with relevant Trust Procedures;

- The Trust may be required to inform the relevant professional body eg: GMC, NMC, CSP, BAOT etc, if there are concerns about the employee's fitness to practice;
- The Trust prohibits under any circumstances the drinking of alcohol or the misuse of substances by employees whilst at work, or coming to work under the effects of alcohol or substances. If it is suspected that any employee has done so, the Disciplinary Policy – CNTW(HR)04 will be followed as appropriate;
- If prescribed drugs are legally held but are being used for other than the intended medical purpose, the employee may be subject to a full investigation under the Trust's Disciplinary Policy - CNTW(HR) 04;
- It is a criminal offence to be in possession of, use or distribute an illicit substance. If any such incidence takes place whilst employees are on Trust business, on Trust premises, in Trust vehicles or at a Trust function, it will be considered to constitute gross misconduct and will be investigated under the Trust's Disciplinary Policy – CNTW(HR)04. The Trust will also report the matter to the Police.

5.2 Employees will be made aware of the basic facts about alcohol and substance use via regular health campaigns and advice which will also include information on the following:

- 'Units' of alcohol and sensible drinking;
- The basic facts about the potential risks associated with harmful use / dependence;

- Awareness of the legal issues relating to the impact of on harmful use / dependence; driving, including the following day;
- The different classifications of substances (including prescription medicines);
- All employees are to be made aware that the Trust has a Policy on 'Managing Alcohol and Other Substance Misuse' and how they can access this.

5.3 Identifying a potential issue

It is important to note that any of the below may also have different underlying causes and a Manager should therefore not assume that just because an employee is displaying one or more of the below they may be affected by harmful use/dependence.

5.3.1 Issue identified by Manager or work colleague

- Harmful use / dependence; will affect individuals in different ways. A manager or work colleague may suspect an employee has an harmful use / dependence; problem because:
- There are indicators that they are under the influence of substances or alcohol, e.g. smell of alcohol, disorientation, dilated pupils, or slurred speech;
- The employee's frequency, patterns and / or causes of absence give cause for concern;
- The employee's performance at work may decline;
- The employee may display signs of mood swings;
- There may be a deterioration in working relationships in the work place;
- The employee may react in an irrational way to situations;
- The employee may suffer from anxiety or depression;
- Deterioration in personal hygiene;
- Impaired concentration and memory.

5.3.2 Other causes of these presentations and behaviours should be actively looked for and no assumptions should be made.

5.4 Issue identified by Individual

Employees who are concerned about their own use of drugs or alcohol should seek specialist help. The Trust encourages employees to self-refer to the Trust's Employee Health and Wellbeing Service. Any self-referral will be kept in confidence and will not be shared with the employee's line manager without their permission.

- 5.4.1 It is also recognised that an employee has the right to consult in confidence their general practitioner or any other specialist agency of their choosing if they are concerned about the impact of drugs or alcohol in their lives. If they are also accessing the Trust's Employee Health and Wellbeing Service their agreement may be sought to access information from other agencies regarding their medical condition.

5.5 Addressing suspected Issues

5.5.1 Immediate Impact on Services

- In some circumstances a Manager may be required to take immediate action to stop an employee putting themselves or others at risk;
- Where a Line Manager believes an employee is under the influence of substances or alcohol whilst at work they should hold an informal meeting with the employee to sensitively discuss their concerns with them and decide on an immediate course of action;
- The Manager may ask for the employee's reasons for poor performance and question whether it could be due to a health problem, without specifically mentioning harmful use / dependence;;
- If there is an immediate risk to the employee or others the manager may send the employee home to enable the immediate effects of the drugs or alcohol to wear off. Depending on the circumstances suspension or medical suspension may be appropriate. Any suspension should be carried out in line with relevant Trust Procedures;
- Managers should be aware of the possibility that an employee may attempt to drive home and must try to prevent this by persuading the employee to make alternative transport arrangements;
- If the member of staff insists on using their vehicle, as a duty of care towards other road users and members of the public

the manager will report the issue to the police as this is illegal and puts other people's safety at risk on the roads. Further guidance can be accessed <https://www.gov.uk/drink-driving-penalties>

- If a Manager is required to take immediate action they must follow this up as soon as is reasonably practicable, taking into account the guidance outlined in the section below, the Trust's Disciplinary Policy – CNTW(HR)04.

5.6 Medium to Longer Term Impact on Services

- If an employee is concerned about a colleague's potential harmful use / dependence they should raise this in the first instance with their own Manager;
- If a Manager is concerned or notified of a concern about a team member's harmful use / dependence they have a duty to address the issue.
- In the first instance they should hold an informal, confidential meeting with the employee to sensitively discuss their concerns. This meeting should include why the manager has concerns, and the opportunity for the employee to respond to the concerns raised. During this meeting the Manager may offer appropriate support and explain the steps they intend to take. Following the meeting the Manager should make a referral to the Trust's Employee Health and Wellbeing Service.

5.6.1 Treatment and Longer Term Management of Issues should be inserted instead of substance misuse

- A variety of factors will affect how any on-going issues of harmful use / dependence. These factors will include the employee's willingness and ability to participate in any activities designed to support them (e.g., Treatment Programme), and the impact of the harmful use / dependence. or employee's performance, attendance, behaviour and the service;
- The main aim in the management of longer-term issues is to ensure a satisfactory recovery and support the employee to remain in or return to work;
- The Trust's Employee Health and Wellbeing Service will act as a liaison for the employer, but any treatment should generally be the responsibility of the employee's own GP to

arrange;

- Any treatment programme / action plan should be agreed with the employee, and their written consent given. The treatment programme / action plan should be monitored by the employee's line manager in conjunction with the Trust's Employee Health and Wellbeing Service;
- If an employee does not reasonably participate in their recovery, or fails to comply with an agreed rehabilitation / action plan they may be subject to disciplinary action;
- If an employee is absent from work for an extended period of time their manager should remain in contact with them on a regular basis and in addition to this policy follow the appropriate processes set out in the Managing Attendance Policy.

6 Identification of Stakeholders

6.1 This Policy has been developed in line with CNTW(O)01 – Development and Management of Procedural documents and with the full co-operation of recognised staff side organisations and staff across the Trust.

6.2 This is an existing Policy which relates to operational and / or clinical practice and has previously been circulated to the following for a **two week** consultation period:

- North Locality Care Group
- Central Locality Care Group
- South Locality Care Group
- North Cumbria Locality Care Group
- Corporate Decision Team
- Business Delivery Group
- Safer Care Group
- Communications, Finance, IM&T
- Commissioning and Quality Assurance
- Workforce and Organisational Development
- NTW Solutions
- Local Negotiating Committee
- Medical Directorate
- Staff Side
- Internal Audit

7 Training

7.1 Training for Managers in the use of the Policy will be included in the main

HR Policy Training Sessions. See Appendix B for further information.

8 Implementation

- 8.1 Taking into consideration all the implications associated with this Policy, it is envisaged that it is achievable for the contents to be implemented across the Trust immediately.

9 Equality and Diversity Assessment

- 9.1 In conjunction with the Trust's Equality and Diversity Lead this Policy has undergone an Equality and Diversity Impact Assessment which has taken into account all human rights in relation to disability, ethnicity, age and gender. The Trust undertakes to improve the working experience of staff and to ensure everyone is treated in a fair and consistent manner.

10 Fair Blame

- 10.1 The Trust is committed to developing an open learning culture. It has endorsed the view that, wherever possible, disciplinary action will not be taken against members of staff who report near misses and adverse incidents, although there may be clearly defined occasions where disciplinary action will be taken.

11 Monitoring Compliance – See Appendix C

- 11.1 The Policy will be monitored through monthly Occupational Health information, managers and Workforce.

12 Associated Documents

- 12.1 This Policy refers to the following CNTW Trust Policies/Procedures:

- CNTW(HR)04 Disciplinary Policy
- CNTW(HR)08 Dignity and Respect at Work Policy
- CNTW(HR)10 Managing Sickness Absence Policy
- CNTW(HR)13 Staff Performance Management Policy
- Employee Health and Wellbeing Service referral process
- Workforce and OD Strategy
- Health and Wellbeing Strategy

13 Sources of Advice and Information

Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust:

- **Newcastle Treatment and Recovery (NTaR)**

Plummer Court
Carloli Square
Newcastle upon Tyne
NE1 6UR

Tel: 0191 206 1100

Specialise alcohol and drug misuse treatment interventions including prescribing, harm reduction, structured counselling, and inpatient detoxification to those experiencing drug, alcohol and co-morbid mental health problems - Self-referral or via another agency.

- **The North Tyneside Recovery Partnership (NTRP)**

**Atkinson Terrace
Wallsend
Tyne and Wear
NE28 6SS**

0191 2408122

A dedicated service for anyone living in North Tyneside, 18 years old and over, who is experiencing problems with **drugs and alcohol**.

Evolve

**Gateshead Evolve
47 Jackson Street
Gateshead
NE8 1EE**

<https://www.gateshead.gov.uk/article/3586/Gateshead>

Drug and alcohol recovery service for all adults in Gateshead. If you, or someone you know, is concerned about drugs and/or alcohol, support is available.

Northumberland Recovery Partnership

2 Sextant House
Freehold Street
Blyth
Northumberland
NE24 2BA

Telephone 01670 798 200

Dedicated service for anyone in Northumberland, 18 years old or over, who is experiencing problems with drugs and alcohol.

- Wear Recovery-Sunderland Integrated Drug and Alcohol Service

4-6 Mary Street
Sunderland
Tyne and Wear
SR1 3NH

<https://www.cntw.nhs.uk/services/wear-recovery-sunderland-integrated-drug-alcohol-service/>

- People Asset Management (PAM), Employee Assistance Programme

Tel: 0800 8824102

www.pamassist.co.uk

- **Advisory Conciliation and Arbitration Service (ACAS)**

Cross House
Westgate Road
Newcastle upon Tyne
NE1 4XX

<http://www.acas.org.uk/index.aspx?articleid=1339>

Tel: 0300 123 1100

ACAS can provide advice to employers and employees on the employment and industrial relations implications of policies on alcohol at work

- **Alcohol Concern**

**64 Leman Street
London E1 8EU**

www.alcoholconcern.org.uk

Tel: 020 7222 4001

Alcohol Concern can put you in touch with local advisory

services, in particular those that are members of the Federation of Workplace Alcohol Advisory Services (FEDWAAS).

- **NHS Website**

Drug addiction: getting help

<http://www.nhs.uk/Livewell/drugs/Pages/Drugtreatment.aspx>

Alcohol Support

<http://www.nhs.uk/Livewell/alcohol/Pages/Alcoholsupport.aspx>

ADFAM (Improving Support for Families affected by Drugs and Alcohol)

<http://www.adfam.org.uk/>

Drinkaware

<http://www.drinkaware.co.uk/>

Alcoholics Anonymous

National Free Helpline 0800 9177 650

<http://www.alcoholics-anonymous.org.uk/>

National Drugs Help Line 0800 776600

HSE Information Services 08701 545500 (HSEs Infoline)

Drugs Strategy Directorate - 010 7273 3765

drugs.gov.uk

- <https://www.gov.uk/drink-driving-penalties>

Appendix A

Equality Analysis Screening Toolkit			
Names of Individuals involved in Review	Date of Initial Screening	Review Date	Service Area / Locality
Christopher Rowlands	Mar 2020	Mar 2023	Trust-wide
Policy to be analysed		Is this policy new or existing?	
CNTW(HR)21 - Managing Alcohol and Other Substance Misuse Policy – V05		Existing	
What are the intended outcomes of this work? Include outline of objectives and function aims			
The aim of this policy is to support the identification, management and removal of risks associated with an employee's harmful use / dependence;,, thereby ensuring the health and safety of service users, employees and all others working within or visiting the Trust			
Who will be affected? e.g. staff, service users, carers, wider public etc			
Staff			
Protected Characteristics under the Equality Act 2010. The following characteristics have protection under the Act and therefore require further analysis of the potential impact that the policy may have upon them			
Disability	NA		
Sex	NA		
Race	NA		
Age	NA		
Gender reassignment (including transgender)	NA		
Sexual orientation.	NA		
Religion or belief	NA		
Marriage and Civil Partnership	NA		
Pregnancy and maternity	NA		
Carers	NA		
Other identified groups	NA		

How have you engaged stakeholders in gathering evidence or testing the evidence available?	
Policy Review Process takes staff-side views into account	
How have you engaged stakeholders in testing the policy or programme proposals?	
Through the Policy Review Process	
For each engagement activity, please state who was involved, how and when they were engaged, and the key outputs:	
Trust-wide Policy Group and Staff Side	
Summary of Analysis Considering the evidence and engagement activity you listed above, please summarise the impact of your work. Consider whether the evidence shows potential for differential impact, if so state whether adverse or positive and for which groups. How you will mitigate any negative impacts. How you will include certain protected groups in services or expand their participation in public life.	
No impact in terms of protected characteristics under the Equality Act 2010.	
Now consider and detail below how the proposals impact on elimination of discrimination, harassment and victimisation, advance the equality of opportunity and promote good relations between groups. Where there is evidence, address each protected characteristic	
Eliminate discrimination, harassment and victimisation	No impact in terms of Equality
Advance equality of opportunity	No impact in terms of Equality
Promote good relations between groups	No impact in terms of Equality
What is the overall impact?	No impact in terms of Equality
Addressing the impact on equalities	No impact in terms of Equality
From the outcome of this Screening, have negative impacts been identified for any protected characteristics as defined by the Equality Act 2010? No	
If yes, has a Full Impact Assessment been recommended? If not, why not?	
No	
Manager's signature: Chris Rowlands	Date: Mar 2020

Communication and Training Check List for Policies

Key Questions for the accountable committees designing, reviewing or agreeing a new Trust policy

Is this a new policy with new training requirements or a change to an existing policy?	An updated version of an existing Policy
If it is a change to an existing policy are there changes to the existing model of training delivery? If yes specify below.	No
Are the awareness/training needs required to deliver the changes by law, national or local standards or best practice? Please give specific evidence that identifies the training need, e.g. National Guidance, CQC, NHS Resolutions etc. Please identify the risks if training does not occur.	National Standards and Best Practice – Complies with national guidance from NHS Employers and CIPD
Please specify which staff groups need to undertake this awareness/training. Please be specific. It may well be the case that certain groups will require different levels e.g. staff group A requires awareness and staff group B requires training.	Line Managers need to be aware of and understand their responsibilities in relationship to the Policy and how it relates to other Policies Staff need to be aware of the Policy's existence and its key messages
Is there a staff group that should be prioritised for this training / awareness?	No
Please outline how the training will be delivered. Include who will deliver it and by what method. The following may be useful to consider: Team brief/e bulletin of summary Management cascade Newsletter/leaflets/payslip attachment Focus groups for those concerned Local Induction Training Awareness sessions for those affected by the new policy Local demonstrations of techniques/equipment with reference documentation Staff Handbook Summary for easy reference Taught Session E Learning	Induction Training – Raise awareness with staff Disciplinary and Grievance Training – Raise awareness with Managers Coaching for managers supporting employees with Harmful use / dependence; problems
Please identify a link person who will liaise with the training department to arrange details for the Trust Training Prospectus, Administration needs etc.	N/A - already included as part of other training courses

Appendix B – continued

Training Needs Analysis

Staff / Professional Group	Type of Training	Duration of Training	Frequency of Training
Line Managers	Awareness of a range of Workforce Policies through the Management Skills Programme	1 day	Once
Staff	<p>Awareness of a range of Workforce Policies through induction</p> <p>Staff are also made aware of the existence of this Policy and their responsibilities during a local induction with their Manager</p>	<p>Part of a 2 day induction course</p> <p>Part of Local Induction.</p>	Once

Should any advice be required, please contact:- 0191 245 6770 (internal 56770)

Monitoring Tool Statement

The Trust is working towards effective clinical governance and governance systems. To demonstrate effective care delivery and compliance, Policy Authors are required to include how monitoring of this Policy is linked to Auditable Standards/Key Performance Indicators will be undertaken using this framework.

CNTW(HR)21 - Managing Alcohol and Other Substance Misuse Policy - Monitoring Framework			
Auditable Standard / Key Performance Indicators		Frequency / Method / Person Responsible	Where results and any associate Action Plan will be reported to implemented and monitored; (this will usually be via the relevant Governance Group)
1.	Managers are given an awareness of a range of Workforce Policies through the Management Skills Programme	Once / training / Training Manager	Discussed quarterly at the Corporate Decision Team Quality (CDTQ)
2.	Corporate Induction will highlight to staff and managers the existence of this Policy	Once / training / Training Manager	<ul style="list-style-type: none"> • Any amendments to training and issues raised will be reported quarterly to the Corporate Decision Team Quality (CDTQ) • Monitoring of Attendance at Corporate Induction Included at quarterly at the Corporate Decision Team Quality (CDTQ)
3.	Managers will also discuss this Policy with staff during local induction	Once / check list / Training Manager	<ul style="list-style-type: none"> • Local Induction Attendance Report included in at quarterly Corporate Decision Team Quality (CDTQ)

The Author(s) of each Policy is required to complete this monitoring template and ensure that these results are taken to the appropriate Quality and Performance Governance Group in line with the frequency set out.