Clinical and Care Governance Framework

Anglicare
Southern Queensland

Better, Safer Care – Version 3 2021

About Anglicare Southern Queensland

For over 150 years our staff have connected with people on every step of their life path, responding with compassion, creativity, commitment and courage to the needs of the people in our community who require support.

Whether it is providing nursing care and domestic assistance in the home, physiotherapy to enable the return of mobility, emergency accommodation for people experiencing domestic violence, working with foster carers in the care of vulnerable children, a safe caring environment for the elderly, skills training for young unemployed people or parental education and counselling, Anglicare is here to offer the best quality support and enable our community to live the life they want.

Our Vision

To create a more loving, just and inclusive society, reflecting the life and teachings of Christ.

Our Purpose

As part of The Anglican Church Southern Queensland we walk alongside those in need offering compassionate care, support and counselling:

- Advocating for the most vulnerable
- Seeking to transform lives through loving service.

Our Values

Love	Care	Hope	Humility
We demonstrate a purposeful commitment to treating all of humanity with compassion and kindness	*We exhibit generosity and helpfulness especially toward the most vulnerable in our society and take personal responsibility in our work*	*We have enduring faith in the ability of all people to achieve a life of fulfilment and happiness*	*We work with humility and show gratitude for the privilege of being able to provide joyful service to our community*

1. Background and Context

Anglicare Southern Queensland (Anglicare) is committed to delivering care excellence to our clients. We are proud to be recognised for our compassionate, high quality, safe and inclusive care that focuses on the needs of our community. Our services are wide-ranging and include:

- residential aged care and retirement living
- community aged care and disability support
- mental health and family wellbeing services
- children and families services including foster care
- spiritual and pastoral care
- volunteer programs.

We operate in a complex environment undergoing considerable government reforms. This creates an opportunity to focus on what is at the centre of our services and our brand. We will only know if we are achieving this when:

- we listen to our clients, residents, carers and families
- we monitor and measure our performance
- our staff conduct is consistent with a commitment to quality and safety.

Fundamental to the delivery of safe, high quality care is recognising the value of every person and acknowledging and respecting their human rights.

All staff are individually accountable to work in accordance with legislative and regulatory requirements and to demonstrate personal accountability for the delivery of safe, high-quality care.

Anglicare's Clinical & Care Governance Framework is based on the fundamental principles of clinical governance. Clinical governance is described as a system through which an organisation's governing body, executive, managers and staff share responsibility and accountability for the quality of care, continuously improving, minimising risks and fostering an environment of excellence in care for clients (ACHS 2004).

2. Policy Statement

The Clinical and Care Governance Policy Position outlines Anglicare's commitment to safeguarding and improving the safety and quality of care delivered to our clients.

The Clinical and Care Governance Framework provides a structured and integrated approach to quality and safety, aligned to the Anglicare Risk Management Framework. It exists within a broader system of governance oversight, strategy and assurance. The framework supports management to monitor and review the performance of the organisation, and assists in meeting legislative, regulatory and compliance obligations.

It is important to understand that when the term client is used, this includes residents, children and young people, families and carers who receive support from Anglicare.

3.   Governance Principles

The Framework is underpinned by a number of principles that reflect our values and provides a basis for good governance.

Principle	What this looks like
Excellence in client experience	• Commitment to a positive experience for all clients every time. • Addressing the specific needs of Aboriginal and Torres Strait Islander people. • Addressing the specific needs of culturally and linguistically diverse people, people living with a disability, people with a lived experience of mental illness and people who identify with the LGBTIQ+ community.
Continuous improvement	• Measurement of performance and progress that is benchmarked and used to manage risk and drive improvement in the quality of services with considered investment.
Partnership with clients and/or their representative	• Client engagement is actively sought and supported at all levels, from engagement in direct service provision, service design and delivery, to governance and oversight.
Accountability and ownership	• Accountability and ownership for quality and safety is demonstrated by all staff, at all levels. • Compliance with legislation and internal policy and procedures.
Planning and resource allocation	• Staff have access to learning and development resources to maintain and enhance their skills.
Proactive collection and sharing of information	• Data is collected, shared and used to inform decision making.
Openness and transparency	• Reporting, reviews and decision making are underpinned by transparency.
Empowered staff and clients	• Systems are designed to promote and support safe services. • Staff and clients feel safe to speak up about quality and safety concerns. • Service delivery is client-focussed.
Workforce leadership and engagement	• A culture where staff participate and contribute to service outcomes.

(Victorian Government, Health and Human Services 2018).

4. Anglicare Clinical and Care Governance Framework

All the components of the Framework contribute to the quality and safety of care whether it is delivered in a community or residential setting. The components include the systems, structures and processes that encourage our staff to proactively seek opportunities to build collaborative partnerships with clients, peers, teams and services, identifying ways to continuously improve care.

The Framework aligns to legislative and regulatory compliance obligations including accreditation.
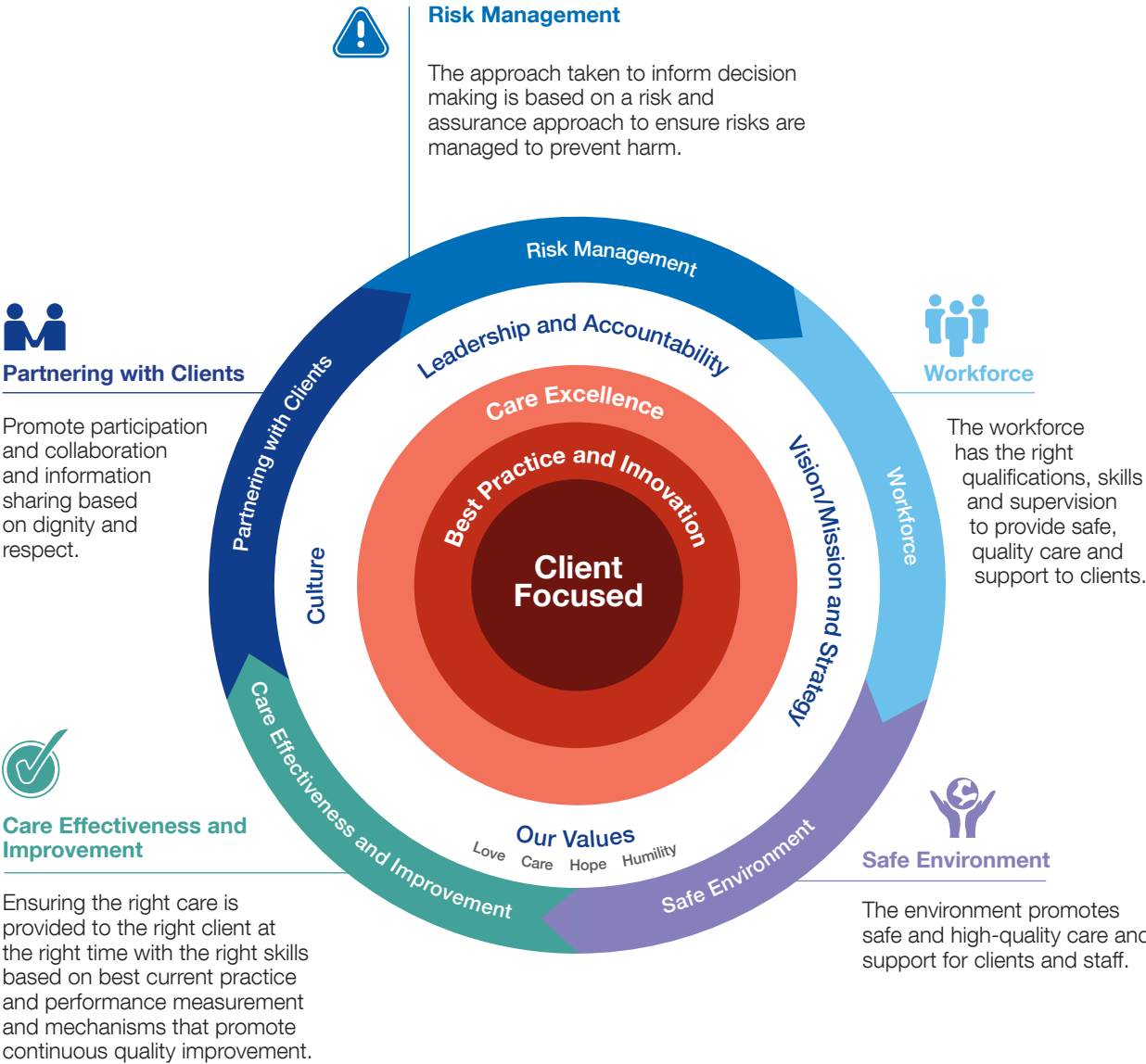
Risk Management

The approach taken to inform decision making is based on a risk and assurance approach to ensure risks are managed to prevent harm.

Partnering with Clients

Promote participation and collaboration and information sharing based on dignity and respect.

Workforce

The workforce has the right qualifications, skills and supervision to provide safe, quality care and support to clients.

Care Effectiveness and Improvement

Ensuring the right care is provided to the right client at the right time with the right skills based on best current practice and performance measurement and mechanisms that promote continuous quality improvement.

Safe Environment

The environment promotes safe and high-quality care and support for clients and staff.

Figure 1: Anglicare Southern Queensland Clinical & Care Governance Framework

5. Components of the Clinical and Care Governance Framework

The Framework consists of a number of integrated components required to develop and maintain a high-performing organisation:

    a)   **Core:** The central focus of the framework is our clients.

    b)   **Care Domains:** Two primary care domains focusing on best practice, innovation and care excellence.

    c)   **Context:** Four contextual factors influence the provision of safe and quality services including leadership and accountability, vision, purpose and strategy, our values and culture.

    d)   **Key Enablers:** Five supporting principles of quality that need to be managed effectively in order for Anglicare to deliver safe, quality services.

(A)   5.1 Clients

Clients are a key pillar of the Anglicare Strategic Plan encompassing both client experience and client outcomes. Clients and their experience are the central focus of this Framework. 'Clients' refers to individuals receiving services from Anglicare such as community care clients or residents of our residential aged care homes. The cultural and social needs of our clients are respected and supported by our approach to valuing inclusion and dignity, valuing the cultural capability of our staff and a strong focus on optimising well-being and quality of life. Experience and outcomes are interlinked, and the Framework reinforces the need to assess these from an individual's perspective. Anglicare requires services to identify and report on appropriate indicators and/or measures against both of these.

5.1.1 Client Experience

Anglicare's approach to experience is based on our purpose and values. Client experience encompasses the range of interactions that they have with the organisation, including their care, the staff and the facilities (Agency for Healthcare Research and Quality, 2017). The focus is the journey they have with Anglicare from the moment they contact us to enquire about services and the clinical, care and relational interactions they have.

5.1.2 Outcomes

Outcome measurement is focussed on our clients, supported by a culture of openness and trust and a drive to continuously improve our care and service provision. Anglicare is committed to promoting a cultural of continuous quality improvement to drive quality and safety outcomes. Performance measures are monitored and analysed to support quality care and a continuous improvement approach.

(B) 5.2 Care Domains

Domain 1: Best Practice and Innovation

Anglicare is committed to implementing evidence-based practice. Innovative care delivery is supported through fostering a culture of inquiry that promotes person-centeredness, feasibility, cost-effectiveness and sustainability. Best practice will inform care delivery. This also includes, but is not limited to:

- pressure injury prevention and management

- falls prevention and management

- medication management (including polypharmacy and the use of psychotropic medications)

- infection control (including antimicrobial stewardship)

- restrictive practice

- statement of standards

- recovery approaches.

Domain 2: Care Excellence

Anglicare continuously strives to improve the care and support provided, to consistently perform above the expectations of our clients. Standards of care are regularly reviewed, and action taken to improve.

(C) 5.3 Context

5.3.1 Leadership and Accountability

The Anglican Church Southern Queensland is involved in many ministries and has divided its activities across five Commissions. One of these is the Community Services Commission (CSC), also referred to as Anglicare. The purpose of the CSC is to provide leadership, strategic direction, policy development, and monitoring of community welfare, social justice, health and aged and community care activities of Anglicare. This is reflected in this Framework which is centred on our clients and communicates the key message that quality and safety is everyone's business.

Our leaders and managers are accountable for ensuring services are delivering safe, quality care to clients.

5.3.2 Vision, Purpose and Strategy

This Framework reflects Anglicare's vision to create a more loving, just and inclusive society, reflecting the life and teachings of Christ. As part of Anglicare, we walk alongside those in need offering compassionate care, support and counselling: advocating for the most vulnerable; and seeking to transform lives through loving service.

The Anglicare Strategic plan also reflects our priority of partnering with clients as one of our key strategic intents.

5.3.3 Our Values

The Values of Anglicare reflected in this Framework are:

• Love • Care • Hope • Humility

Rel8 is the core foundation of how we work in partnership with clients, colleagues, and others and how we translate our Anglicare values into action. Every single one of us has a shared responsibility to demonstrate a relationship-based approach to our workplace behaviours and how we work with one another every day.

5.3.4 Culture

Anglicare is committed to developing and promoting a strong culture of quality and safety based on evidence. This culture is embedded in Anglicare's Purpose, Strategy and Vision. It is supported by actions including monitoring, evaluating and continuously improving service delivery to our clients. This culture will be fostered where lessons are learnt and shared across the organisation. Ongoing monitoring of the Anglicare culture will routinely be undertaken.

(D) 5.4 Key Enablers Supporting Quality

Five enablers have been identified as integral to the Framework:

1. Partnering with Clients

2. Risk Management

3. Safe Environment

4. Workforce

5. Care Effectiveness and Improvement.

1. Partnering with Clients

Anglicare is committed to partnering with clients, their families, carer or representative and the broader community to guide the development, implementation and continual improvement of the services we provide. By partnering with clients, we acknowledge that clients have lived experience, skills and assets that they can bring to work with us to improve our services. Partnering is also included in our 2018-2021 Strategic Plan, where our intent is to include the voice of the client to inform and influence policy, program and service delivery. The Anglicare Client Partnership Strategy 2018-2020 outlines our vision for client partnerships, our approach and the activities we will do to create these partnerships.

Systems are in place to ensure:

- clients and their individual needs, goals and preferences are the focus of service planning and evaluation
- clients are encouraged to participate in their care to the extent they wish, with processes in place to support informed consent
- client feedback on their experience is encouraged and supported through a range of channels
- clients are aware of the range of options available to make a complaint, including through external agencies
- **Rel8** principles guide staff interactions with clients, promoting open and respectful communication
- staff are supported to respond to the diverse needs of clients
- clients rights and responsibilities are respected including privacy of personal information
- client incidents and complaints are managed professionally and in a timely manner, including open disclosure.

2. Risk Management

Anglicare Risk Management Framework supports the Anglicare Strategic Plan and Risk Management Policy by providing a structured approach to integrating risk management into its activities. This Framework supports Anglicare to meet its obligations and accountabilities, including safeguarding and minimising preventable harm to clients.

Anglicare acknowledge that risk is present in all of it's activities and therefore responds to risk through established and embedded structures (framework) and systems (processes). Effective risk management requires all Anglicare staff to understand the types of risks within their service area, and to actively manage those risks as part of their day-to-day activities.

Systems are in place to ensure:

- Risks are proactively identified, monitored and managed via risk registers
- Known clinical and care risks are proactively managed and mitigated where practicable
- Services are regularly reviewed to identify emerging risks
- The culture supports staff to pursue safe practice and report incidents
- QRS system is in place to report risks, hazards and incidents
- Data provides verification of the safety and quality of services and is used to inform improvements
- Policies and proceedures are reviewed for compliance with legislation, regulation and standards through a legislative compliance process
- Business continuity plans are in place.

3. Safe Environment

The environment can have a significant impact on quality and safety of care. Anglicare is committed to providing a safe environment for clients, staff and visitors. We comply with a range of legislaiton covering buildings and work place health and safety requirments.

The Safety Management System (SMS) details Anglicare commitment to safety through agreed safety targets and objectives and associated programs to provide a safe work environment for employees, volunteers and any persons who could be affected by the activities of the organisation.

The physical environment can have a major impact on safety and quality performance. Good design can contribute to safe and high-quality care by promoting safe practices and removing potential hazards.

Systems are in place to ensure:

- staff have appropriate resources to do their job
- potential for harm is prevented or minimised
- work practices are designed for safety
- potential safety hazards are identified and managed to minimise the risk of harm
- appropriate resources are allocated to clean and maintain buildings, plant, equipment and other infrastructure
- environmental audits are undertaken to determine whether the environment is safe and promotes best practice
- flu immunisation is offered to staff annually
- infection prevention and control guidelines are in place to protect clients, staff and visitors.

4. Workforce

The Anglicare Strategic Workforce Plan demonstrates our vision to be an employer of choice, supported by frameworks and systems which will enable us to attract and retain a diverse, high performing and capable workforce equipped to deliver for the future needs of our communities.
Our Strategic objectives:

1. develop a highly capable performing workforce
2. enhance our capacity to attract and retain our workforce to meet future need
3. develop a more inclusive and culturally competent workforce.

Our workforce is the backbone of our services. To be an employer of choice requires a structured approach to recruiting, allocating, developing and retaining staff that acknowledges and values their contribution to safe, high-quality outcomes.

Systems are in place to ensure:

- onboarding, planning, allocation and management of the workforce to provide appropriate staffing and skill mix to deliver safe, high quality services
- a just culture with balanced accountability for both individuals and the organisation
- staff feedback is sought and used to improve services
- staff have the appropriate credentials, qualifications and skills
- staff have tools, education and training opportunities to improve their practice
- clear performance expectations that lead to high-quality client care
- mentoring and supervision to provide safe, quality care and support to clients
- motivated and capable people will be supported by inspiring and future focused leaders
- staff incidents are reported and acted on promptly
- visiting practitioners have the appropriate credentials, qualifications and skills.

✓ 5. Care Effectiveness and Improvement

"Care effectiveness" is a term describing a range of activities that review and improve the quality of care. Ongoing monitoring and review processes assist in identification of trends and areas of risk, reducing preventable harm and identifying opportunities for improvement. The best known example of monitoring and review is audit of services, but effectiveness stretches beyond this to include the implementation of standards and guidelines, as well as indicators reflecting best practice.

Care effectiveness and improvement is focused on ensuring the right care is provided to the right client at the right time with the right skills based on best practice, performance measurement and mechanisms that promote continuous quality improvement.

Monitoring occurs through gathering data on different aspects of care and services being provided through:

- Quality management systems (including accreditation and certification)
- Incident management system (QRS)
- Data, performance and reporting (including quality indicators)
- Service evaluation
- Outcome measurement
- Internal audit and review
- External audits
- Research (including client voices)

Analysis of the data collected as part of the continuous quality improvement process assists in the identification of opportunities for improvement.

Systems are in place to ensure:

- Documentation (using care management systems) communicates current client needs

- a culture that supports effective reporting and management of incidents and encourages staff to speak up and escalate concerns

- adoption of a systems approach to managing incidents

- provision of reliable care through delivery of evidence based practice

- sharing and applying lessons learnt from clinical incidents by taking preventative actions designed to minimise the risk of similar incidents occurring in the future

- adopting a just, open, and supportive environment and approach to staff and clients involved in clinical incidents.

- Reporting of metrics at multiple levels of the organisation

- Services provided by Anglicare are assessed against appropriate accreditation and licencing standards and compliance with international and national standards

- Referral pathways are in place to support the changing needs of the client.

6. Roles and Responsibilities for Clinical and Care Governance

High quality services and outcomes for our clients and residents requires everyone at every level of the organisation to play a role in clinical and care governance processes.

Staff are accountable for working within the Framework and are supported by well-designed clinical and care systems to deliver safe, high-quality care. Registered health practitioners are responsible for the safety and quality of their own professional practice and professional standards which include requirements that align with the Framework.

6.1 Level of Accountability

Client (including family, carer or representative)	• Partner in delivery of care • Partner in decision making • Provide feedback • Participate in service design or improvement opportunities • Ensure individual needs, goals and preferences are documented • Understand user rights and responsibilities
Staff & Volunteers (including visiting practitioners)	• Support clients to share their experiences • Complete onboarding, orientation and mandatory training • Follow policy, procedures and guidelines • Maintain skills and knowledge to provide care excellence • Maintain appropriate credentials • Speak up and raise concerns related to safety • Contribute to the review of services and continuous improvement activities

Service Managers and Team Leaders	• Provide a safe environment for staff • Ensure staff and volunteers understand their roles and responsibilities • Ensure care delivery is consistent with legislation, policy and standards • Lead and coordinate the workforce • Proactively identify and manage risks and incidents • Promote a culture of continuous improvement and lead quality activities • Support staff to understand quality indicators • Ensure services clinical governance arrangements are operating effectively
Executive Director and Executive Leadership Team	• Provide visible leadership and a commitment to safe, high quality care and a continuous improvement culture • Establish strategic and policy frameworks • Oversee management performance (including quality and safety of care) • Promote a safe and open culture that empowers staff to speak up about quality and safety issues • Seek qualitative and quantitative data to understand the quality of service delivery • Ensure appropriate resources are directed to services • Regularly report to board and sub- committees on organisational performance
Community Services Commission	• Set a vision, strategic direction and just organisational culture • Understand the key risks and controls • Delegate accountability to Executive • Stay engaged, visible and accessible • Ensure robust governance structures and systems are effective • Monitor and evaluate effectiveness of services through regular reporting

The Community Services Commission (CSC) has overall accountability for clinical and care governance. The obligations of the CSC include the requirement to ensure an appropriate committee structure is in place for Anglicare to support quality and safety and that roles and responsibilities are clearly defined. The Framework will be a focus for all services of Anglicare as systems and processes are reviewed and new services are developed. The effectiveness of the Framework is monitored by a Clinical and Care Governance Committee, a sub-committee of the CSC.

6.2 Committee Structures

The accountabilities and membership of committees supporting corporate and clinical governance are defined in the relevant Terms of Reference. Committees listed below will support the implementation of the Framework and should:

- ensure effective governance of the systems and outcomes for clients at service level

- provide clear designation of responsibility and accountability for evaluating and improving the quality and safety of care at service level across the organisation.

- ensure effective communication between staff and management at service level and across the organisation.

Committee	Role
Clinical and Care Governance Committee (CCGC)	• Oversees the development and implementation of clinical and care governance across Anglicare to ensure legislative, regulatory and operational responsibilities are met. • Establishes a strong safety culture through an effective clinical governance system, satisfying itself that this system operates effectively, and ensuring that there is an ongoing focus on quality improvement. • Chaired by a member of the Community Service Commission (CSC) and reports to the CSC.
Executive Leadership (ELT) Team	• Provides strategic leadership in the implementation of the Framework ensuring the establishment and maintenance of effective clinical and care governance. • Develops the strategic quality and safety goals and plans for Anglicare. • Ensures performance monitoring systems are in place and improvements actioned. • Ensures management structures and processes are in place to enable good clinical and care governance and support for staff in providing high quality care.
Quality & Safeguarding Advisory Committee	• The committee will monitor and report on the effectiveness of the clinical and care governance framework, monitor compliance with legislative and regulatory obligations, industry standards and adoption of best practice. • Service Delivery representatives will provide evidence of ongoing analysis in relation to incident data.
Service Level / Department Leadership Committees	• Oversees the establishment and maintenance of effective clinical and care governance across Anglicare. • Establishes and monitors clinical and care policies and supporting documentation. • Identifies clinical risks and escalate concerns to ELT. Ensures that the systems that support the delivery of care and support are well designed and perform well, ensuring the concepts of the Framework are communicated to all employees. • Ensures staff maintain relevant credentials • Monitors quality indicators relevant to the service • Undertakes regular review to ensure the Framework meets the needs of our clients. • Responds to opportunities for improvement identified through the implementation of this Framework.
Governance, Risk and Assurance Team	• Assists services in identifying clinical risks and share lessons learnt from clinical and care reviews and incident investigations and escalate concerns to ELT and maintain risk registers. • Monitors performance against the Framework through audit and survey results, examination of monthly incident reports, review of client compliments and complaints and identification of risk controls. • Monitors progress of improvements and supports services to action. • Supports a strong safety culture through an ongoing focus on quality improvement.

7. Legislation, Standards and Supporting Documents

7.1 Supporting legislation and contractual requirements

- Disability Services Act 2006 (Qld)
- Aged Care Act 1997 (Cth)
- Community Service Act 2007 (Qld)
- Child Protection Act 1999 (Qld)
- Human Rights Act 2019 (Qld)

7.2 Standards and compliance requirements

- AS/NZS ISO 31000:2018 Risk Management
- Quality Care Principles (2014) (Cth)
- Charter of Aged Care Rights
- Aged Care Quality Standards
- Human Services Quality Framework (HSQF)
- NDIS Quality and Safeguarding Framework
- National Standards for Mental Health
- National Principles for Child Safe Organisations

8. Anglicare Supporting Documents

- Clinical and Care Governance Policy Position
- Community Services Commission Clinical and Care Governance Committee Charter
- Risk Management Framework
- Policy Management Framework
- Child and Youth Risk Management Framework
- Anglicare Strategic Plan
- Client Partnerships Strategy
- Strategic Workforce Plan
- Safety Management System
- Code of Conduct

9. References

Aged Care Quality and Safety Comission – Clinical Governance in Aged Care, 2019.

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Calvary. Clinical Governance Framework: Performance and Accountability. Sydney, 2017.

Governance Institute of Australia. Adding value to governance in aged care, 2019.

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Anglicare Southern Queensland acknowledges the Traditional Owners of the lands on which our services now stand. We pay our respect to Elders – past, present and emerging – and acknowledge the important role of Aboriginal and Torres Strait Islander people in caring for their own communities.

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