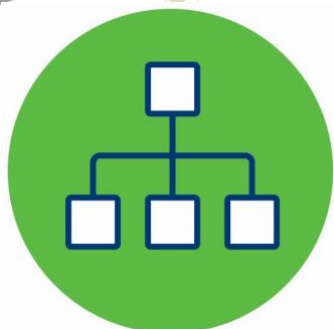


8. Governance



Consumer Outcome

I am confident the organisation is well run. I can partner in improving the delivery of care and services.

Organisation Statement

The organisation's governing body is accountable for the delivery of safe and quality care and services.

Requirements

The organisation demonstrates the following:

- a) Consumers are engaged in the development, delivery and evaluation of care and services and are supported in that engagement.
- b) The organisation's governing body promotes a culture of safe, inclusive and quality care and services and is accountable for their delivery.
- c) Effective organisation wide governance systems relating to the following:
 - i. information management
 - ii. continuous improvement
 - iii. financial governance
 - iv. workforce governance, including the assignment of clear responsibilities and accountabilities
 - v. regulatory compliance
 - vi. feedback and complaints.
- d) Effective risk management systems and practices, including but not limited to the following:
 - i. managing high impact or high prevalence risks associated with the care of consumers
 - ii. identifying and responding to abuse and neglect of consumers
 - iii. supporting consumers to live the best life they can.
- e) Where clinical care is provided—a clinical governance framework, including but not limited to the following:
 - i. antimicrobial stewardship;
 - ii. minimising the use of restraint;
 - iii. open disclosure.

Consider



*The word 'governance' is derived from a Greek word meaning to 'steer'. Steering (or stewarding) infers principles of direction and leadership, risk management, accountability, control and compliance. This standard is about **how** your organisation meets its responsibilities in delivering safe and quality care that meets all the (Aged Care) Standards.*

Reflective Questions:

- Does your governing body (Board/Council members) and Executive understand their responsibilities as an 'Approved Provider' of Aged Care?
- Is information about Approved Provider responsibility as well as the scope of the Aged Care program included in induction for new members?
- Is the governing body receiving regular reports about the Aged Care program and do they have an opportunity to ask questions about performance and what is being done to improve services and meet Standards?
- Is there effective corporate governance and accountable management processes to support appropriate planning, decision making, reporting and monitoring of key results?
- Is there a culture of safety and quality improvement and is the vision and values of the organisation shared and understood across the organisation?

Examples / Evidence

Information Management

Information *systems* need to manage and maintain client records in accordance with legislation and in a way that makes it easy for those who need the information to access.

The key for success is ensuring whatever information management processes you put in place, whether paper or electronic, they are:

- Relevant and easy to use (and organised);
- Have appropriate privacy provisions;
- Comply with records management requirements;
- Support efficient data management and enable analysis; and most importantly
- Support timely decision making and action.

Consider



Define your strategy for communicating information effectively to stakeholders, for example do you need client handbooks that are written in plain English or are translated into the target client group language?

Continuous Improvement

Fostering an environment where continuous improvement is expected is another key aspect that must be demonstrated. Some processes may include:

- A Continuous Quality Improvement (CQI) register or file for documenting actions that result from an issue or incident which change the way a task is carried out, or service is provided and
- Ensuring relevant information is shared with everyone who has a role in implementing the change.

Financial Management

Good financial management and reporting systems provide the governing body and management team with clarity on organisation or service viability, as well as assurance that programs are compliant. Some processes that can help may include:

- Clearly documented financial delegations;
- The requirement to develop a business case for new or expanded services;
- Service budgets and unit costing that support accurate information on cost and price;

- Regular review of year to date profit and loss against service areas, as well as cash-flow and exception reporting; and
- Easy to read financial reports that members of the governing body can understand; as well as encouragement to ask questions.

Workforce

Good organisational culture that includes increasing the level of competency and skill across the workforce to support consistency and quality is another important aspect of meeting this Standard. Processes that should be in place include:

- An Employee Compliance register that contains up-to-date information on the status of police checks, dates of training, e.g. first aid, cultural awareness or fire safety and Driver's license details, for anyone who has to drive a work vehicle in the course of their duties.
- Where staff use their own vehicles for delivering services, particularly where transporting clients, you will require evidence that vehicle registration and insurance information is current.
- Checking and monitoring of registration status of staff who must maintain professional registration with a peak body as part of their role, such as nursing staff, should be conducted regularly e.g. via the Australian Health Practitioner regulation Agency (AHPRA).

Additionally, there must be relevant position descriptions in place, and clear processes to support appropriate induction, probation, along with professional development and supervision.

Regulatory Compliance

Your organisation must have systems and processes in place to ensure things are done properly and there is compliance with:

Legislation - (*the Aged Care Act and Principles*),

Regulatory requirements - (*fire safety, WHS, Industrial relations, etc.*),

Professional standards - (*staff are credentialed and meet the requirement for Police or other checks relevant to their role*).

What quality assessors will be looking for is not so much 'how' your organisation meets all the regulatory requirements, but rather that it does.

For example, they will look to see that:

- Certificates of Registration of a Food Business are current and on display in kitchens where food is prepared for clients.
- Test and tagging and Fire Safety equipment checks are up to date.
- Police Checks have been completed.

Feedback and Complaints

The aim of the organisation should be to proactively minimise complaints by dealing with concerns as they arise and before they escalate into something bigger. This relies on having an organisation culture where:

- Staff are confident in their role, as well as being comfortable with speaking up when they notice something isn't right, or where they have a question or suggestion on how an improvement can be made.
- Feedback and complaints mechanisms need to be clear, accessible, proportionate to the scale and scope of the organisation and linked to continuous improvement processes.

Risk Management

Managing high-impact or high prevalence risk, along with identifying and responding appropriately to abuse and neglect are key requirements under Standard 8 and inextricably linked to the other Standards.

Identifying, reporting, mitigating, monitoring risk, along with implementing better practice are key ways of helping to meet this requirement. This includes having appropriate emergency response systems in place. Some processes and tools may include:

- A Risk Management Plan that meets the features of the service, consumers and operational context.
- Hazard Registers that assist in hazard identification and reporting.
- Audit tools that support proactive management of maintenance of buildings and assets, as well as checking your client documentation is completed correctly.
- Training and related Workplace Health and Safety resources like Toolbox Talks relevant for the aged care operational context.

Clinical Care

This requirement is applied and assessed according to the services you are funded to provide or the types of services you provide to clients. Therefore, if you are an organisation funded to provide a transport service and you don't provide clinical care to clients, this requirement won't apply.

For those organisations who do provide clinical care, part of your governance responsibilities is to ensure that clinical care is supported by a clinical governance framework. This means that any clinical care that is provided by staff requires clinical governance oversight.

Examples of this would include professional supervision, when your trained care staff are providing medication administration, as well as promoting good infection control, minimising inappropriate antibiotic use and limiting restrictive practices.

Restrictive Practice



Any form of restrictive practice (restraint) that is used to protect the client or others from harm. Where restrictive practices are used systems need to be in place to manage and monitor their use in line with legislation and organisation policies. Diversional therapy and activities are a better alternative where possible.

For Quality Agency Guidance Material click here:

<https://www.agedcarequality.gov.au/providers/standards/standard-8>

Your organisation examples and actions

Organisation Policies, Procedures, Actions, Processes (List here):

Opportunities for Improvement:

Acknowledgement: CDCS would like to acknowledge the Australian Aged Care Quality and Safety Commission for the use of the aged care standard icon to reinforce visually, the Standard intent.