

Org1.4 Clinical Governance

Purpose

1. This policy is to provide clarity on SAVVY's Clinical Governance development, framework and implementation.

Alignment with Practice Standards

1. Module 2: Provider Governance and Operational Management

Legislative Alignment

1. National Disability Insurance Scheme Act 2013

Key Responsible Executive

Chief Executive Officer

For More Support

Chief Executive Officer

Policy Statement

1. SAVVY's Clinical Governance is based on the Australian Commission on Safety and Quality in Health Care *National Model Clinical Governance Framework*.
2. While SAVVY provides limited initial specific health supports, SAVVY has adopted the framework as a foundation from which to develop in future, therefore ensuring best practices are adopted from SAVVY's outset.
3. SAVVY's Clinical Governance is an integrated component of SAVVY's corporate governance. As a component of the broader systems for corporate governance, clinical governance involves a complex set of leadership behaviours, policies, procedures, and monitoring and improvement mechanisms that are directed towards ensuring good clinical outcomes. To this end;
 - a. Clinical governance is of equivalent importance to financial, risk and other business governance
 - b. Decisions about other aspects of corporate governance can have a direct affect on the safety and quality of care, and decisions about clinical care can have a direct affect on other aspects of corporate governance, such as financial performance and risk management

- c. Governing bodies are ultimately responsible for good corporate (including clinical) governance
 - d. Governing bodies cannot govern clinical services well without the deep engagement of skilled clinicians working at all levels of the organisation.
 - e. Clinicians, managers and members of governing bodies have individual and collective responsibilities for ensuring the safety and quality of clinical care; as well as being reflected in the NSQHS Standards, many of these responsibilities are specified in relevant professional codes of conduct.
4. There are five components of SAVVY's Clinical Governance Framework. These are;
- a. Governance, leadership and culture – integrated corporate and clinical governance systems are established, and used to improve the safety and quality of health care for patients
 - b. Patient safety and quality improvement systems – safety and quality systems are integrated with governance processes to actively manage and improve the safety and quality of health care for patients
 - c. Clinical performance and effectiveness – the workforce has the right qualifications, skills and supervision to provide safe, high-quality health care to patients
 - d. Safe environment for the delivery of care – the environment promotes safe and high-quality health care for patients
 - e. Partnering with consumers – systems are designed and used to support patients, carers, families and consumers to be partners in healthcare planning, design, measurement and evaluation; elements of this component include – clinical governance and quality improvement systems to support partnering with consumers – partnering with patients in their own care – health literacy – partnering with consumers in organisational design and governance.
5. SAVVY acknowledges that culture plays a role that is as important as systems and processes in ensuring participants receive safe and high quality care. The implementation of SAVVY's Clinical Governance Framework therefore, must also consider how to achieve a culture that ensures safety and quality in care delivery.

Definitions

1. Clinical Governance - The definition of clinical governance that underpins the Clinical Governance Framework is as follows:
 - a. Clinical governance is the set of relationships and responsibilities established by a service organisation between its state or territory department of health (for the public sector), governing body, executive, clinicians, participants, consumers and other stakeholders to ensure good clinical outcomes. It ensures that the community and service organisations can be confident that systems are in place to deliver safe and high-quality care, and continuously improve services.
 - b. Clinical governance is an integrated component of corporate governance of health service organisations. It ensures that everyone – from frontline clinicians to managers and members of governing bodies, such as boards – is accountable to participants and the community for assuring the delivery of health services that are safe, effective, integrated, high quality and continuously improving.

Delegations

Roles	Responsibilities
Board of Directors	<ul style="list-style-type: none"> • Ultimately responsible for ensuring that the organisation is run well and delivers safe, high-quality care. It does this by establishing 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 • Be familiar with the organisation's legislative requirements relating to the policy
Management	<ul style="list-style-type: none"> • Advise and inform the governing body, and operate the organisation within the strategic and policy parameters endorsed by the governing body.
Employees, including clinical employees and contractors	<ul style="list-style-type: none"> • Work within, and are supported by, well-designed clinical systems to deliver safe, high-quality clinical care. Employees are responsible for the safety and quality of their own professional practice, and professional codes of conduct include requirements that align with the Clinical Governance Framework
participants	<ul style="list-style-type: none"> • Participate as partners to the extent that they choose. These partnerships can be in their own care, and in organisational design and governance.

Procedures

1. Culture: Factors that have been identified as being important for sustaining cultures that ensure safe and high quality care include
 - a. Leaders articulating a vision for high-quality, compassionate and safe care, and acting on this vision throughout the organisation
 - b. Translating the vision into clear objectives for safety and quality at all levels of the organisation, and establishing measures to assess progress
 - c. Providing a supportive and positive working environment for the workforce
 - d. Ensuring that members of the workforce are engaged in their work
 - e. Having an organisation that is transparent about performance, open to learning and continuously improving
 - f. Supporting multidisciplinary teams to work together effectively
2. It is the CEO's responsibility, with the support of the Clinical Governance Committee to ensure that SAVVY has a culture that has:
 - a. Strong strategic and cultural leadership of clinical services, focusing on – effective planning to enable development and improvement opportunities to be captured – cultural leadership that requires, and gives priority to, safety and quality, and supports continuous improvement – allocating resources to support the delivery of high-quality care

- b. Clear responsibilities for managing the safety and quality of care, and delegation of the necessary management authority for this purpose
 - c. Reliable processes for ensuring that systems for delivery of care are designed and performing well, and clinicians are fully engaged in the design, monitoring and development of these systems
 - d. Effective use of data and information to monitor and report on performance, through the health service organisation to the governing body
 - e. Well-designed systems for identifying and managing clinical risk.
3. SAVVY's Clinical Governance Committee will provide support, guidance and oversight of SAVVY's clinical practices. This role will support the SAVVY Board and Management in applying best practice principles and increasing SAVVY's clinical capabilities. The Committee will meet quarterly and will include at a minimum:
- a. Registered Nurse
 - b. Specialist Behaviour Support Practitioner
 - c. participant representative
 - d. SAVVY Board Representative
 - e. SAVVY Management

Governance, leadership and culture

The roles and responsibilities for this component of the Clinical Governance Framework relate to the establishment of, participation in, corporate and clinical governance systems

Role	Responsibilities
Patients and consumers	<ul style="list-style-type: none"> ● Use organisational systems and processes to contribute to the planning, design and operation of the health service organisation ● Identify opportunities for improvement of the health service organisation and communicate these to relevant individuals or bodies ● Consider taking an active role in the governance of the health service organisation, when opportunities exist
Employees, contractors and volunteers	<ul style="list-style-type: none"> ● Act in accordance with legislation and organisation's systems relating to the policy ● Actively take part in the development of an organisational culture that enables, and gives priority to, patient safety and quality ● Actively communicate their profession's commitment to the delivery of safe, high quality health care ● Model professional conduct that is consistent with a commitment to safety and quality at all times ● Embrace opportunities to learn about safety and quality theory and systems ● Embrace opportunities to take part in the management of clinical services ● Encourage, mentor and guide colleagues in the delivery of safe, high-quality care

	<ul style="list-style-type: none">• Take part in all aspects of the development, implementation, evaluation and monitoring of governance processes
Management	<ul style="list-style-type: none">• Primarily responsible for ensuring that the systems that support the delivery of care are well designed and perform well.• Actively communicate the commitment of SAVVY to the delivery of safe, high-quality care• Create opportunities for the workforce to receive education in safety and quality theory and systems• Model the safety and quality values of SAVVY in all aspects of management• Support clinicians who embrace clinical leadership roles• Lead the development of business plans, strategic plans, and organisational policies and procedures relevant to safety and quality• Integrate safety and quality into organisational plans, policies and procedures• Set up effective relationships with relevant health services to support good clinical outcomes
Board	<ul style="list-style-type: none">• Lead development of a common organisational language in safety, quality and clinical governance• Actively communicate the commitment of the governing body to the delivery of safe, high-quality care• Are satisfied that an effective culture of safety and quality exists within SAVVY• Lead SAVVY towards achieving a 'blame-free', accountable and learning culture• Are aware of how the health service organisation sits within a wider network of local and other health services and providers• Set up an effective relationship with the chief executive officer, founded on a mutual commitment to safety and quality of care• Ensure that the organisation has a comprehensive suite of plans, strategies and policies that support safety and quality of care• Ensure that organisational resources are allocated to support safety and quality of care• Create relevant education and training opportunities for managers and executives• Allocate enough board time and attention to safety and quality of care• Monitor organisational culture, and identify and capture improvement opportunities and ensure that they are acted on

Patient safety and quality improvement systems

Roles and responsibilities for this component of the Clinical Governance Framework relate to the various patient safety and quality processes that are part of effective clinical governance systems.

Role	Responsibilities
Patients and consumers	<ul style="list-style-type: none"> ● Provide feedback, complaints and compliments about experiences in the health service organisation, including <ul style="list-style-type: none"> ○ participating in patient experience surveys ○ communicating with the organisation about any opportunities for improving services and systems ○ communicating with the organisation about potential safety and quality risks ○ participating in one of SAVVY’s advisory committees ● Consider being involved in quality improvement projects within SAVVY ● Consider advocating for, or representing, other patients in focus groups and meetings to improve the SAVVY and the care that is delivered ● Consider reviewing and commenting on reports on safety and quality of SAVVY ● Consider participating in the review of safety and quality incidents or other serious adverse events, when opportunities exist
Employees, contractors and volunteers	<ul style="list-style-type: none"> ● Contribute to the design of systems for the delivery of safe, high-quality clinical care ● Provide clinical care within the parameters of these systems ● Communicate with clinicians in other health service organisations to support good participant outcomes ● Ensure contemporary knowledge about safe system design ● Maintain vigilance for opportunities to improve systems ● Ensure that identified opportunities for improvement are raised and reported appropriately ● Educate junior employees in the importance of working within the organisational systems for the delivery of clinical care ● Take part in the design and implementation of systems within SAVVY for <ul style="list-style-type: none"> ○ quality improvement and measurement ○ risk management ○ incident management ○ open disclosure ○ feedback and complaints management ● Comply with professional regulatory requirements and codes of conduct, including the NDIS Code of Conduct

Management

- Coordinate and oversee the design of systems for the delivery of clinical care
- Engage with employees and clinicians on all system design issues
- Allocate appropriate resources to implement well-designed systems of care
- Respond to identified concerns about the design of systems
- Periodically, systematically review the design of systems for safety and quality
- Set up an operational policy and procedure framework, with the active engagement of employees and contractors
- Ensure availability of data and information to clinicians to support quality assurance and improvement
- Ensure that safety and quality systems reflect the role of SAVVY within a wider network of local and other health and wellbeing services and providers
- Implement and resource effective systems for management of
 - quality improvement and measurement
 - risk management
 - incident management
 - open disclosure
 - feedback and complaints
- Systematically monitor performance across all safety and quality systems
- Report to the SAVVY governing body

Board

- Ensure that all systems for the delivery of care are regularly reviewed for their ability to support safe, high-quality care
- Incorporate systematic audits of safety and quality systems in the whole-of-organisation audit program
- Ensure availability of data and information to support quality assurance and review across the organisation
- Monitor system performance, and consider implications for system design and opportunities for improvement
- Ensure that the following safety and quality systems are in place, involve all members of the clinical workforce and are subject to periodic review of performance
 - quality improvement and measurement
 - risk management
 - incident management
 - open disclosure
 - feedback and complaints management

Clinical performance and effectiveness

Roles and responsibilities for this component of the Clinical Governance Framework relate to the processes that exist in effective clinical governance systems for ensuring that the workforce has the right qualifications, skills and supervision to deliver safe and high-quality care.

Role	Responsibilities
Patients and consumers	<ul style="list-style-type: none"> ● Provide feedback, complaints and compliments about experiences with SAVVY, including <ul style="list-style-type: none"> ○ participating in patient experience surveys ○ communicating with SAVVY about any opportunities for improving services and systems ○ communicating with SAVVY about potential safety and quality risks ● Consider sharing experiences through patient stories, information sessions, letters, pictures, patient journeys, or presentations at meetings or training sessions for the workforce ● Consider participating in recruitment processes for the workforce, when opportunities exist
Employees, contractors and volunteers	<ul style="list-style-type: none"> ● Maintain personal professional skills, competence and performance ● Contribute to relevant organisational policies and procedures ● Comply with professional regulatory requirements and codes of conduct, including the NDIS Code of Conduct ● Monitor personal clinical performance ● Supervise and manage the performance of junior clinicians or employees ● Ensure that specific performance concerns are reported appropriately ● Work constructively in teams ● Take part in the design and implementation of the organisation's systems for <ul style="list-style-type: none"> ○ credentialing and defining scope of clinical practice ○ clinical education and training ○ performance monitoring and management ○ clinical, and safety and quality education and training
Management	<ul style="list-style-type: none"> ● Maintain personal professional skills, competence and performance ● Set up an operational policy and procedure framework ● Implement and resource effective systems for management of <ul style="list-style-type: none"> ○ credentialing and defining scope of clinical practice ○ clinical education and training ○ performance monitoring and management ○ clinical, and safety and quality education and training ● Respond in a prompt and effective way to indications of clinical underperformance

Board	<ul style="list-style-type: none"> ● Systematically monitor safety and quality performance across all clinical services <hr/> <ul style="list-style-type: none"> ● Ensure that the following organisational systems are in place, involve all members of the clinical workforce and are subject to periodic review of system performance <ul style="list-style-type: none"> ○ credentialing and defining scope of clinical practice ○ clinical education and training ○ performance monitoring and management ○ whole-of-organisation clinical, and safety and quality education and training
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Safe environment for the delivery of care

Roles and responsibilities for this component of the Clinical Governance Framework relate to the creation of an environment that supports safety and quality.

Role	Responsibilities
Patients and consumers	<ul style="list-style-type: none"> ● Provide feedback, complaints and compliments about experiences of the environment of SAVVY, including <ul style="list-style-type: none"> ○ participating in patient experience surveys ○ communicating with SAVVY about any opportunities for improving the environment ○ communicating with SAVVY about potential safety and quality risks ● Consider being involved in quality improvement projects within SAVVY
Employees, contractors and volunteers	<ul style="list-style-type: none"> ● Contribute to planning and development activities regarding the environment of SAVVY ● Provide clinical care within the parameters of this environment ● Maintain vigilance for opportunities to improve the environment ● Ensure that identified opportunities for improvement are raised and reported appropriately
Management	<ul style="list-style-type: none"> ● Coordinate and oversee planning and development of the SAVVY environment to support safety and quality ● Engage with clinicians and employees on the environment of SAVVY ● Allocate appropriate resources to ensure that the environment supports safety and quality ● Respond to identified concerns about the environment
Board	<ul style="list-style-type: none"> ● Ensure that the environment of SAVVY promotes safe and high-quality care

Partnering with consumers

Roles and responsibilities for this component of the Clinical Governance Framework relate to the way in which patients and consumers are involved in partnerships in their own care, and in organisational design and governance.

Role	Responsibilities
Patients and consumers	<ul style="list-style-type: none"> ● Are involved in planning and sharing decisions about individual health care ● Ask for more information, information in different formats or a translator, if required ● Let the workforce know who should be involved in sharing decisions about their care ● Provide feedback to the health service organisation or clinician about care experiences ● Consider being involved in the governance of SAVVY, when opportunities exist, such as on SAVVY’s advisory Committees ● Consider being involved in the development and review of health information for consumers, when opportunities exist
Employees, contractors and volunteers	<ul style="list-style-type: none"> ● Understand the evidence on consumer engagement, and its contribution to the safety and quality of health care ● Understand how health literacy might affect the way a consumer gains access to, understands and uses health information ● Support patients to have access to, and use, high-quality, easy-to-understand information about health care ● Support patients to share decision-making about their own health care, to the extent that they choose ● Work with consumer representative groups to ensure that systems of care are designed to encourage consumer engagement in decision-making ● Assist consumer access to their own health information, and complaints and feedback systems ● Implement and fully take part in the organisation’s open disclosure policy
Management	<ul style="list-style-type: none"> ● Understand the barriers for patients and consumers to understand and use health services, and develop strategies to improve the health literacy environment of SAVVY ● Ensure that patients and consumers have access to high-quality, easy-to understand information about health care ● Set up organisational systems to enable consumers to fully engage in <ul style="list-style-type: none"> ○ planning and sharing decisions about their own health care

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- planning, designing, reviewing and evaluating clinical systems, and safety and quality of care
 - Collect and review patient experience information as part of quality improvement processes
 - Create opportunities for consumer involvement in relevant operational committees
 - When appropriate, set up specific consumer advisory committees
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- Board
- Show leadership and commitment to partnerships with consumers
 - Set up high-level policies and procedures that support partnerships with consumers
 - Ensure that the organisation has effective systems for consumer complaints and open disclosure, and monitor performance of these systems
 - Ensure consumer input to decisions of the governing body
 - Create opportunities for consumer involvement in subcommittees of the governing body
 - Ensure that organisational systems support consumer engagement in decision-making
 - When appropriate, set up a specific consumer advisory committee to the board

References to other SAVVY policies and external sources

1. Org 1.1 Governance
2. Org 1.5 Continuous Quality Improvement
3. Org 2.1 Risk Management
4. CS 2.3 Consumer Engagement
5. CS 2.4 Feedback and Complaints
6. Australian Commission on Safety and Quality in Health Care, [National Model Clinical Governance Framework](#)

Summary of attachments

1. Nil

Version Control

1. 1 April 2023 - New Policy Creation