

# Governance<sup>1</sup>

## POLICY STATEMENT

Acorn Aged Care ensures effective organisational governance to meet legislative and regulatory compliance, ongoing improvement to care and services and sustainability.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission 2024 Draft Glossary of Terms **Governance:** The set of relationships and responsibilities established by an organisation between its executive, workforce and stakeholders (including the older person). Governance incorporates the processes, customs, policy directives, laws and conventions affecting the way an organisation is directed, administered or controlled. Governance arrangements provide the structure for setting the corporate objectives (social, fiscal, legal, human resources) of the organisation and the means to achieve the objectives. They also specify the mechanisms for monitoring performance. Effective governance provides a clear statement of individual accountabilities within the organisation to help align the roles, interests and actions of different participants in the organisation to achieve the organisation's objectives. Governance includes both corporate and clinical governance. (NSQHS Standards, 2nd ed.).

## 1 PURPOSE

To provide an overview of organisational governance structures and processes to ensure effective organisational governance to meet legislative and regulatory compliance, ongoing improvement to care and services and sustainability.

## 2 SCOPE

Home Care

## 3 A CULTURE OF QUALITY AND SAFETY

The Board leads a culture of safety, inclusion and quality that focuses on continuous improvement, embraces diversity and prioritises the safety, health and wellbeing of consumers and the workforce.

A culture of quality and safety ensures continuous improvement focused on the safety of our consumers. To effectively nurture this, Board members and workers have a shared understanding of a culture of quality and safety. Strategies for achieving this include:

- Ensuring Board members (and prospective Board members) are aware of our commitment to a culture of safety, inclusion and quality and have familiarity with the requirements of the Strengthened Aged Care Quality Standards and their responsibilities
- Ensuring senior leadership promote and monitor a culture of quality and safety and look for opportunities to continuously improve
- Promoting our culture of quality and safety with consumers and their representatives/substitute decision makers, the workforce, visitors, and the broader community and seeking their input in how we can improve.

### 3.1 QUALITY AND SAFETY REQUIREMENTS

When the Board is conducting organisational planning or considering changes to organisation operations, they ensure the following requirements of the Strengthened Aged Care Quality Standards that relate to quality and safety are applied:

- A priority is given to the safety, health and wellbeing of consumers and workers
- Care and services are accessible to, and appropriate for, people with specific needs and diverse backgrounds, Aboriginal and Torres Strait Islander peoples and people living with cognitive impairment
- Workers are actively engaged and consulted
- Legislative requirements, organisational and operational risks, workforce needs, and the wider organisational environment are considered.

The Leadership Team and Quality Care Advisory Body are responsible for assessing our performance and reporting to the Board on the application of these requirements.

### 3.2 QUALITY MANAGEMENT SYSTEM

Our quality management system enables and drives the continuous improvement of the care and services we provide. Our system supports quality care and services for all consumers as follows:

- Sets out accountabilities and responsibilities for supporting quality care and services specific to different roles, including the Board, senior management and workers and volunteers (See below [Governance Structure](#), [Management Structure](#), [Directory of Management Meetings](#) and the [Clinical](#)

**Governance** procedure. Position descriptions and the **Workforce Training** procedure further clarify the organisation roles and responsibilities)

- Sets strategic and operational expectations for the delivery of quality care and services (See [Board Charter](#), [Planning](#), and [Workforce Planning](#))
- Enables the Board to monitor our performance in delivering quality care and services, informed by:
  - Feedback from consumers, their representatives/substitute decision makers, workers, contractors and the community (See [Complaints and Feedback](#), [Continuous Improvement](#))
  - Analysis of risks, complaints and incidents and their underlying causes (See [Risk Management and Emergencies](#), [Complaints and Feedback](#), [Incident Management](#), [SIRS Management](#))
  - Quality Indicator data and contemporary evidence-based practice (See [Clinical Governance](#))
- Supports us to meet strategic and operational expectations and identify opportunities for improvement (See [Planning](#), [Workforce Planning](#) and [Continuous Improvement](#))
- We regularly review and improve the effectiveness of the quality system (See [Continuous Improvement](#))
- The Board monitors investment in priority areas to deliver quality care and services (See [Workforce Planning](#), [Board Charter](#) and [Provider Responsibilities](#))
- We regularly report on our quality system and performance to consumers and their representatives/substitute decision makers and workers through a newsletter, notices, emails and consumer meetings (See [Information Management](#)/ Consumer Information)
- We practice open disclosure and communicate with consumers and their representatives/substitute decision makers and workers when things go wrong (See [Complaints and Feedback](#) / Open Disclosure)
- We maintain and implement policies and procedures that are current, regularly reviewed, informed by contemporary evidence-based practice, and are understood and accessible by workers and relevant parties.

## 4 GOVERNANCE STRUCTURE

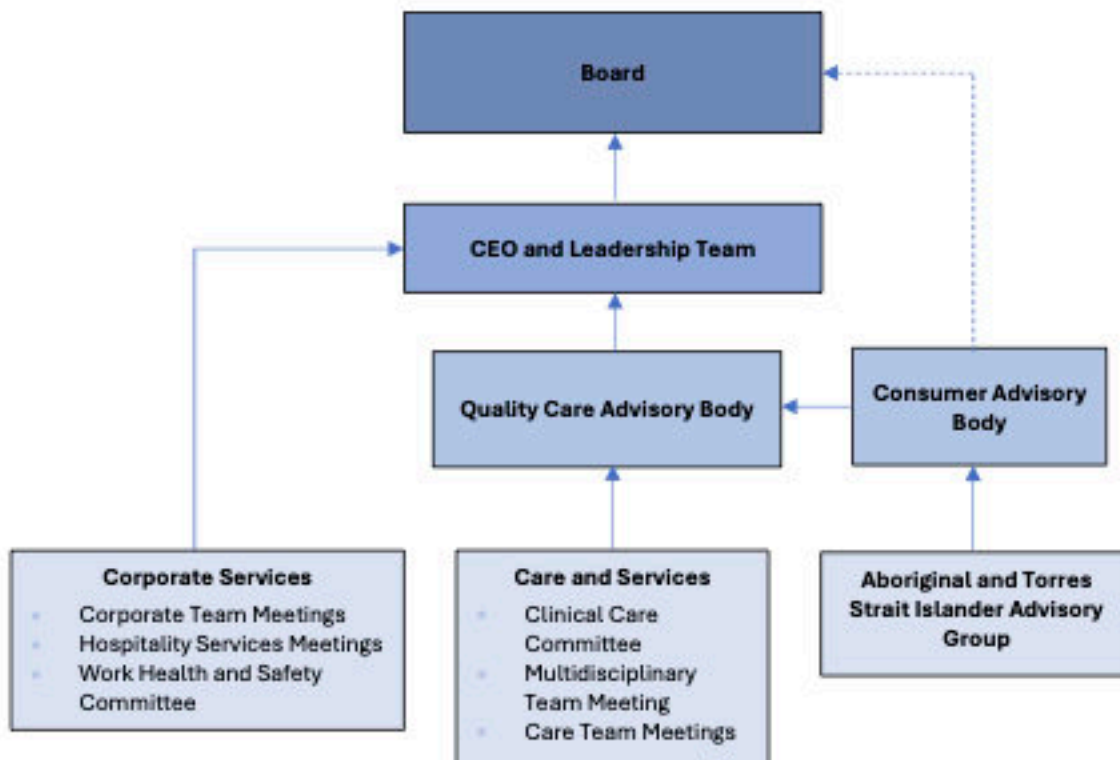
Acorn Aged Care's corporate and clinical governance responsibilities include:

- Financial governance
- Clinical governance
- Risk management and
- Other responsibilities including human resource management and legal compliance.

The Chief Executive Officer (CEO) is responsible for managing the governance systems and ensuring appropriate reporting to the Board. The governance structure is shown below in Figure 1: Governance Structure.



Figure 1: Governance Structure



#### 4.1 THE BOARD

Effective governance starts with the Board. The Board leads the culture of Acorn Aged Care and sets the expectations for behaviour and performance. These expectations are mirrored by the Board and reflected throughout the organisation by the CEO and other management and supervisory workers.

The role and responsibilities of the Board are detailed in the **Board Charter** and all Board members are supported to understand their responsibilities in the delivery of safe and quality services for consumers and the sustainability of the organisation. The Leadership Team provides reports to the Board at their monthly meetings.

#### 4.2 CEO AND LEADERSHIP TEAM

The Leadership Team, led by the CEO, is responsible for managing the organisation, delivering on the organisation's strategy and operational plans and ensuring consumers receive quality and safe care from a well-trained, resourced and supported workforce.

The CEO reports organisational performance to the Board, including achievement of the items included in the Organisation Plan for Continuous Improvement that outlines high level organisational improvements being undertaken. The Leadership Team report to the CEO and provide monthly reports on the performance of their portfolio through governance structures. The Leadership Team comprises:

- The CEO
- Director Care Services
- Manager Home Services
- Manager Corporate Services.



### 1. Personal Information

Please provide your personal information, including your name, contact details, and any other relevant information. This information will be used for the purpose of the study and will be kept confidential.

### 2. Study Participation

Please indicate your level of interest in participating in the study. We are looking for individuals who are motivated and committed to the research process. Your responses will help us identify suitable participants.

Please provide your contact information for follow-up. We will reach out to you if you are selected for the study. Your contact details will be kept confidential.

### 3. Research Objectives

Please indicate your understanding of the research objectives and the importance of the study. This will help us assess your motivation and interest in the research.

- 1. Researcher's Name
- 2. Researcher's Title
- 3. Researcher's Institution
- 4. Researcher's Contact Information
- 5. Researcher's Email Address
- 6. Researcher's Phone Number
- 7. Researcher's Fax Number
- 8. Researcher's Mailing Address

Please provide your contact information for follow-up. We will reach out to you if you are selected for the study. Your contact details will be kept confidential.

- 9. Researcher's Name
- 10. Researcher's Title
- 11. Researcher's Institution
- 12. Researcher's Contact Information

Thank you for your participation in this study. Your input is valuable and will contribute to our research findings.

10. **Business Strategy**

- 1. The business strategy is a long-term plan of action designed to achieve the organization's mission and vision.
- 2. Business strategy includes the overall direction and scope of an organization over the long term, which may encompass decisions on investment, financing, and other key areas.
- 3. The business strategy is a high-level plan that guides the organization's actions and decisions over a long period of time.
- 4. The business strategy is a plan that outlines the organization's goals and objectives, and the actions and resources required to achieve them.
- 5. Business strategy is a plan that outlines the organization's overall direction and scope, and the actions and resources required to achieve its long-term goals and objectives.
- 6. Business strategy is a plan that outlines the organization's overall direction and scope, and the actions and resources required to achieve its long-term goals and objectives.

11. **Business Model**

**Business Model**

1. **Business Model Definition**

The business model is a plan that outlines the organization's overall direction and scope, and the actions and resources required to achieve its long-term goals and objectives.

2. **Business Model Components**

The business model is a plan that outlines the organization's overall direction and scope, and the actions and resources required to achieve its long-term goals and objectives.

QUESTIONNAIRE







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Date	Time	Location	Weather	Observations
10/15/2023	08:00	Forest	Clear	Birds singing
10/16/2023	09:30	Park	Partly cloudy	Saw a squirrel
10/17/2023	10:15	Lake	Windy	Fishing
10/18/2023	11:00	Mountain	Foggy	Hiking
10/19/2023	12:45	City	Clear	Shopping
10/20/2023	14:30	Beach	Sunny	Relaxing
10/21/2023	15:15	Garden	Rainy	Watering plants
10/22/2023	16:00	Park	Clear	Picnic
10/23/2023	17:45	Forest	Clear	Bird watching
10/24/2023	18:30	Lake	Clear	Fishing
10/25/2023	19:15	Mountain	Clear	Hiking
10/26/2023	20:00	City	Clear	Shopping
10/27/2023	20:45	Beach	Sunny	Relaxing
10/28/2023	21:30	Garden	Rainy	Watering plants
10/29/2023	22:15	Park	Clear	Picnic
10/30/2023	23:00	Forest	Clear	Bird watching



## DOCUMENT INFORMATION

<b>Owner**</b>	CEO
<b>Date Approved</b>	1 August 2024
<b>Applicable Aged Care Programs</b>	HCP
<b>Related Standards</b>	
<b>Review History</b>	Developed: 1 August 2024
Date of review and summary of changes	
Date of review and summary of changes	
Date of review and summary of changes	

\*\*The person responsible for ensuring the Procedure is appropriate, followed and maintained up to date.