Governance[1]

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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[1] 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 ss 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:

  o Feedback from consumers, their representatives/substitute decision makers, workers, contractors and the community (See Complaints and Feedback, Continuous Improvement)

  o Analysis of risks, complaints and incidents and their underlying causes (See Risk Management and Emergencies, Complaints and Feedback, Incident Management, SIRS Management)

  o 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.
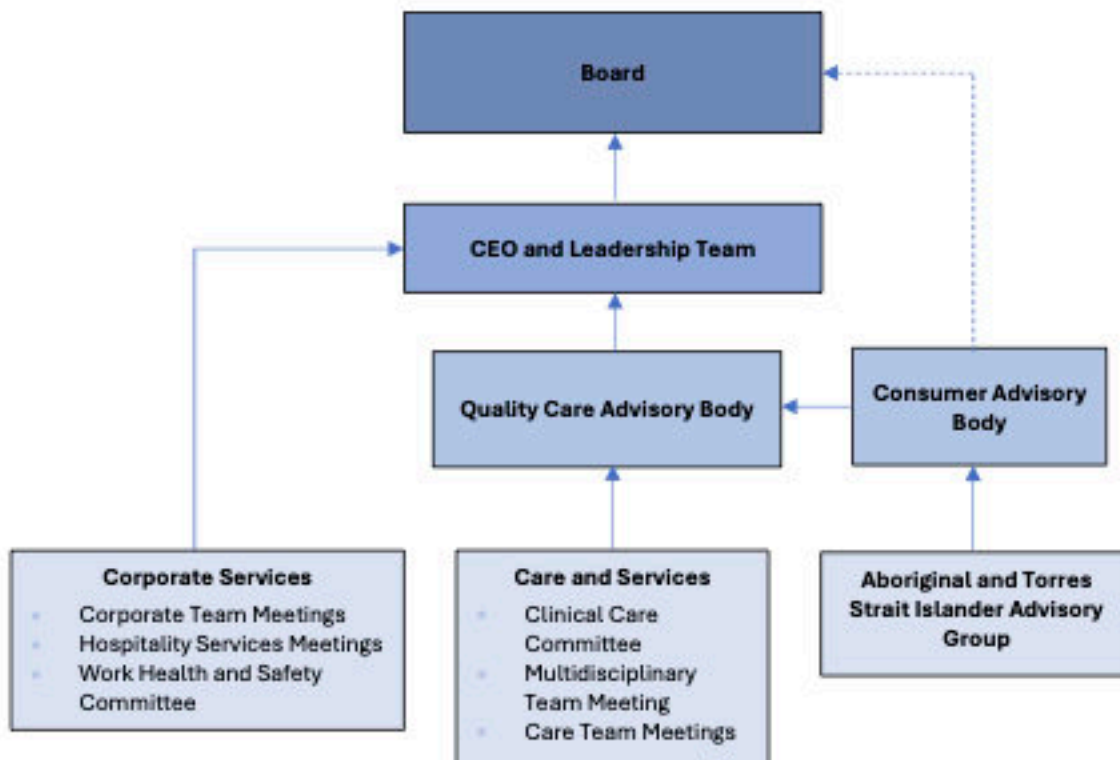
4   GOVERNANCE STRUCTURE

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

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                          │      Board      │◄┄┄┄┄┐
                          └─────────────────┘     ┊
                                  ▲               ┊
                 ┌───────────────────────────┐    ┊
                 │  CEO and Leadership Team   │    ┊
                 └───────────────────────────┘    ┊
                    ▲           ▲                  ┊
         ┌──────────────────┐   ┌────────────────────┐
         │ Quality Care     │◄──│ Consumer Advisory  │
         │ Advisory Body    │   │ Body               │
         └──────────────────┘   └────────────────────┘
              ▲                         ▲
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Corporate Services	Care and Services	Aboriginal and Torres Strait Islander Advisory Group
• Corporate Team Meetings • Hospitality Services Meetings • Work Health and Safety Committee	• Clinical Care Committee • Multidisciplinary Team Meeting • Care Team Meetings	

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.

4.3 Quality Care Advisory Body[illegible]

[illegible]

4.4 Consumer Advisory Body[illegible]

[illegible]

4.5 Operational Committees

[illegible]

- Corporate Services
  - Corporate Team Meetings
  - Hospitality Services Meetings
  - Work Health and Safety Committee
- Care and Services
  - Clinical Care Committee (inclusive of the Medication Advisory Committee twice a year)
  - Multidisciplinary Team Meeting
  - Care Team Meetings

[illegible]

4.6   Accountability Mechanisms

- The CEO and Leadership Team provides a monthly report to the Board on operational performance, including priorities outlined in the Organisation Plan for continuous improvement.

- A quarterly report from the Quality Care Advisory Body with recommendations is provided to the Leadership Team then is provided to the Board as part of operational reporting.

- The Quality Care Advisory Body also provides a six monthly Organisation Performance Report to the Leadership Team for review and presentation to the Board outlining organisation care and clinical performance.

- The Consumer Advisory Body provides a report six monthly to the Quality Care Advisory Body and as escalated to the Board.

- The Board accept these reports and provides written feedback to the Quality Care Advisory Body and Consumer Advisory Body that the advisory bodies are not an immediate.

- Details of the inclusions in these reports are included in **Appendix C: Organisation Performance Report**.

4.7   Sub-Committees[1]

See **Provider Responsibilities**

5   MANAGEMENT STRUCTURE

The management structure of the organisation is shown below in **Figure 2: Management Structure**. All reporting/supervision are based on this diagram. These lines of reporting are altered except where expressly stated in these policies and procedures or with the agreement of the CEO and/or Board.

6   MANAGEMENT MEETINGS

Meetings are an integral part of the organisation's operations to ensure communication, decision making including records of top-down management decisions and operational performance monitoring. The meetings, frequency and duration, purpose and agenda, attendees, and other operational mechanisms are described below in **Appendix: Summary of Management Meetings**.

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[1] footnote text illegible

7   ORGANISATION PERFORMANCE REPORTING

Organisation performance reports detail the services delivered each month against contracted output and budget ... *Appendix 2: Organisation Performance Reports* ...

The Manager, with the assistance of the Administration Team, are responsible for monitoring the delivery of services against any contractual requirements, budgets and performance indicators ... the *Funder Responsibilities* Appendix ...

8   COMPLIANCE CALENDAR

Managers are responsible for maintaining a corporate calendar in relation to annual meetings and reporting requirements.

DOCUMENT INFORMATION

Owner**	CEO
Date Approved	1 August 2024
Applicable Aged Care Programs	HCP
Related Standards	
Review History	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.