

Clinical Governance Model of Care

Handbook



**JAMES
MILSON**



Village

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Introduction

James Milson Village Clinical Governance Model of Care Handbook supports safe, high quality clinical care. This handbook allows all readers to understand JMV's commitment to deliver excellence in care and services, allowing consumers to live their best life possible.



JMV Model of Care *My Voice, My Choice*

My Voice, My Choice Model of Care reflects the Mission, Vision and Values of James Milson Village.

Community is the heart of home life at James Milson Village - a place of safety that promotes wellbeing, lifestyle and care that is chosen by the consumer. James Milson Village is a nurturing community where enablement and purposeful engagement promote happiness and contentment.

The community is a vibrant one where staff pledge themselves to create a home environment that respects and supports diversity.

My Voice, My Choice:

- is a platform for compassionate and dignified care and services based on consumer choice and decision making at all times
- supports the consumer to be the best they can be and live their best life possible
- holds staff to the highest possible standards of care and service delivery.

Mission, Vision and Values

OUR MISSION

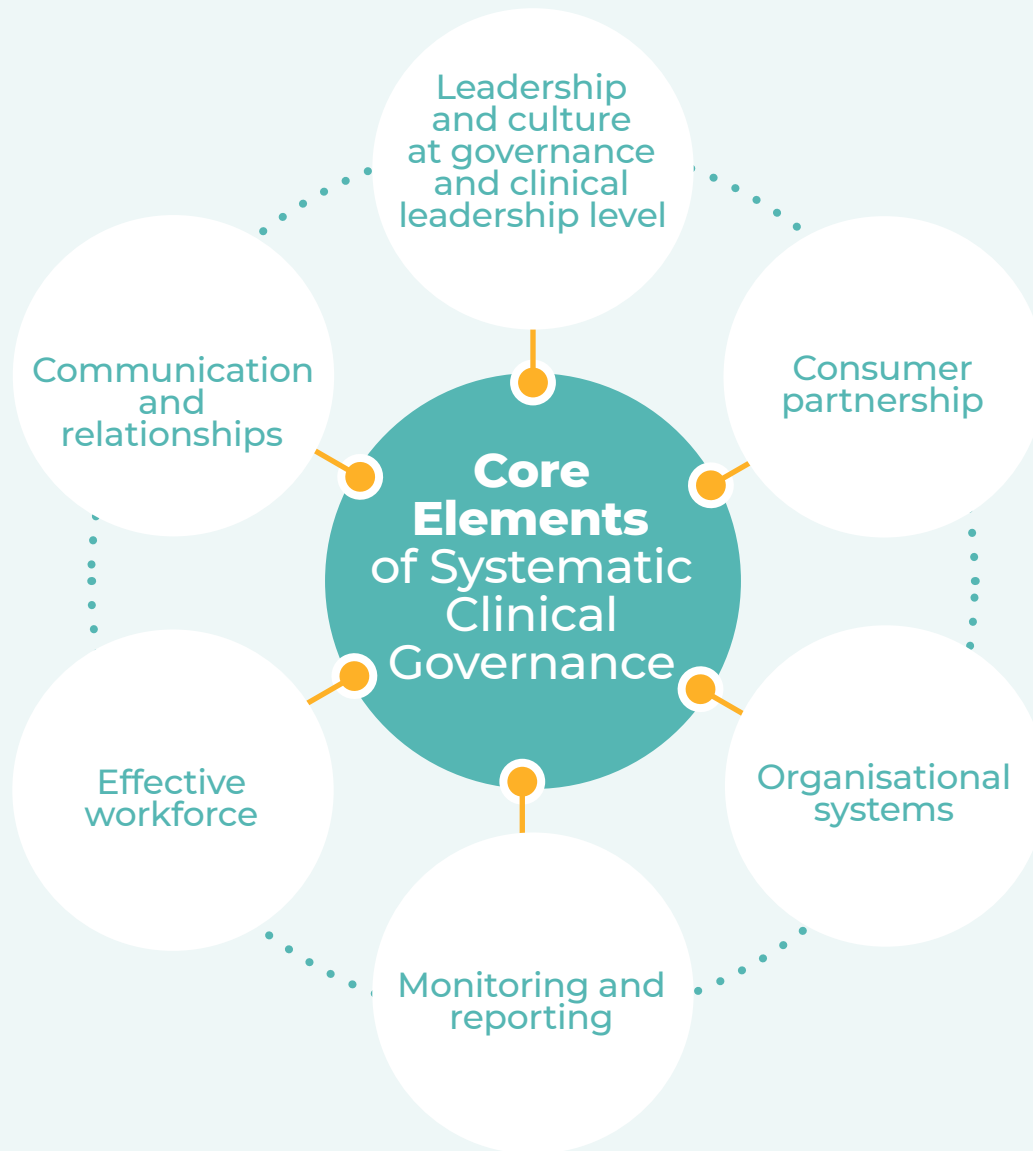
James Milson Village provides a supporting and respectful community for ageing people; a community that places the person at the centre of all we do and enables independence and honours individuality and citizenship.

OUR VISION

To be, and be recognised as, the provider of choice of excellent services for the ageing in our area.

OUR VALUES

Respect | Excellence | Forward Thinking | Integrity | Performance



Core Elements of Clinical Governance

There are six (6) interdependent core elements of systemic clinical governance identified by the Aged Care Quality and Safety Commission (2019). These are:

- Leadership and culture at Governing Body (Board) level and clinical leadership level

- Consumer partnerships
- Organisational systems
- Monitoring and reporting
- Effective workforce
- Communication and relationships

These core elements are embedded in the James Milson Village's Model of Care.

We believe that strong consumer partnerships will guide James Milson Village towards the highest standards in quality and safe service delivery.

JMV Board

AUDIT & RISK COMMITTEE

Phillip Rankin (Chair)
Jo-Anne Harrison
Josephine Heesh
Paul McPherson
Lois Towart

STAFF

Bradley Williams (CEO)
Ian Ritchens (CFOO)

ASSET & PROPERTY DEVELOPMENT COMMITTEE

Paul McPherson (Chair)
Christian Farrell (external)
Jo-Anne Harrison
Phillip Rankin
Lois Towart

STAFF

Bradley Williams (CEO)

CLINICAL GOVERNANCE & CARE COMMITTEE

Suzanne Jones (Chair)
or Paddy Brazier (MAC Chair)
Sharon Callister
or Dorothy Leeder
Elvina Weissel
Linda Watts

STAFF

Bradley Williams (CEO)
Kimberley Preedy (QCM)

PEOPLE, CULTURE & REMUNERATION COMMITTEE

Sharon Callister (Chair)
Josephine Heesh
Suzanne Jones
Linda Watts

STAFF

Bradley Williams (CEO)
Zephyr Min (PCM)

Responsibilities for Clinical Governance

The organisational chart, chart of delegations and position descriptions set the responsibilities for clinical governance at James Milson Village. These documents detail the roles and responsibilities of the Board and all staff within the organisation, making clear accountability and responsibility for clinical governance and communication within the service.

Clinical Leadership and Governance in Action

Clinical leadership and governance are supported by:

- clinical risk review through the assessment of competence and probable impact on a consumer
- open disclosure through agreement of risk-taking level
- negotiating care and services in line with consumer awareness & engagement
- consumer risk impact statement aligned to risk register
- monitoring of clinical risk through the quality management system that includes data collection, interpretation & reporting.



Clinical Governance and Care Committee

The Clinical Governance and Care Committee has a responsibility to monitor and review the implementation of the Aged Care Quality Standards (ACQS) standards as they apply to James Milson Village.

This includes the responsibility for:

- overseeing the James Milson Village Quality Team's review of the ACQS requirements
- monitoring the clinical governance
- monitoring James Milson Village's risk management framework
- reviewing clinical incidents and SIRS reporting
- clinical audit or other clinical data relevant to clinical governance
- Medication Advisory Committee activities.

The James Milson Village Quality Team regularly reports to and escalates matters of concern to the service level Clinical Governance and Care Committee. The Clinical Governance and Care Committee organises clinical governance arrangements.

Consumer Partnerships

ENGAGED

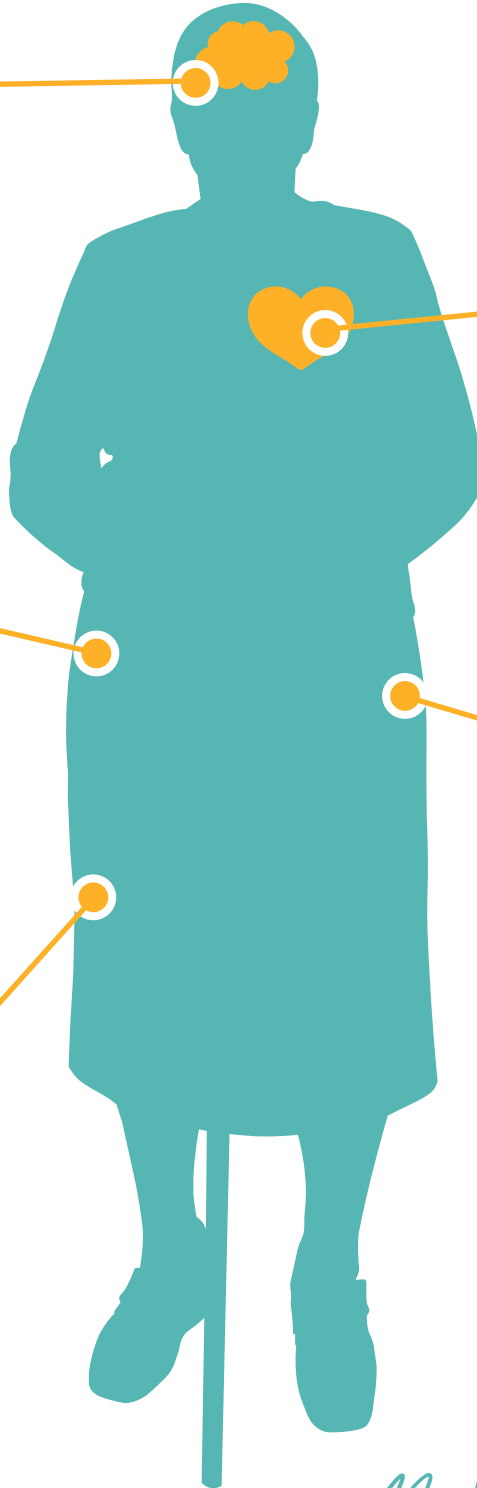
- I am interested each day
- I am involved in my life
- I can contribute to my community

SAFE

- I feel content and want to stay here

SUPPORTED

- I have access to great staff when needed
- The staff are well informed and happy
- I feel enabled



CARED FOR

- I feel loved and people care for me
- I accept my stage of life

CHOICE

- I make my own choices
- I have a variety of choice
- I exercise dignity of risk

Active consumer partnerships extend *My Voice, My Choice* to a broader sphere of engagement.

The principles of Open Disclosure are:

DIGNITY AND RESPECT

I have the right to be treated with dignity and respect, to be listened to and understood, and to have a person of my choice, including an aged care advocate, support me or speak on my behalf

PRIVACY AND CONFIDENTIALITY

I have the right to personal privacy and to have my personal information protected

TRANSPARENCY

I have the right to be informed about my care and services in a way I understand, to direct my care, and to access all information about myself, including information about my rights, care and services.

CONTINUOUS QUALITY IMPROVEMENT

I have the right to receive safe and high-quality care and services

Organisational Systems

There are a number of organisational systems that are embedded in the James Milson Village clinical governance framework.

Clinical Management Systems

James Milson Village utilises eCase as our electronic clinical management system. This system is password protected and all care and services staff have an individual login that allows them to access the system.

An effective clinical management system delivers:

- improved care and service outcomes for Consumers
- safely and securely stores Consumer information
- supports the easy retrieval of care and services information
- supports clinical decision making
- efficient incident reporting
- reduced medication management errors.

Document Control System

Policies and processes provide James Milson Village with a consistent framework for effective care and services delivery within the legislative and regulatory framework. Policies and processes set a minimum expectation of the care and services provided to consumers. Regular review and updating of policies and processes ensure currency of evidenced-based practice at James Milson Village. James Milson Village makes their policies and processes available to all staff through our online Intranet.

Risk Management Framework

Early identification of clinical risk is a key element of James Milson Village's risk management framework. There is a policy and process structure that details the elements of this risk management framework. The use of this framework supports reporting mechanisms to the Board.

Incident Management System

Incident management systems:

- support services to understand risk and prevent incidents from occurring
- focus on the health, safety, wellbeing and quality of life of consumers and anyone affected by an incident
- set out the actions and responsibilities of staff and others in relation to incident management
- include documented policies and procedures that are developed in consultation with consumers and staff to identify, manage and resolve incidents. These procedures should be easily understood by all who need to use them and support the organisation to:
 - recognise incidents and near misses when they occur
 - record and report incidents and near misses
 - assess the impact of any incidents and respond to the needs of the people impacted
 - review, analyse and if necessary, investigate incidents
 - use the outcomes of the investigation and/or analysis (and incident and near miss related data more broadly) to inform service improvements and prevent future occurrence
- are used by staff through a staff training program and regular reinforcement about how the system operates
- include strong and open communication with consumers and their family/representatives, advocates and others regarding the operation of the system and opportunities to provide input to effective incident management and ongoing learning within the service (including the use of interpreters for consumers with limited English proficiency)
- include a mechanism or tool for recording, storing and easily accessing information about specific incidents
- support effective governance and accountability to provide oversight of the system's operation and ensure its ongoing effectiveness in driving continuous quality improvement

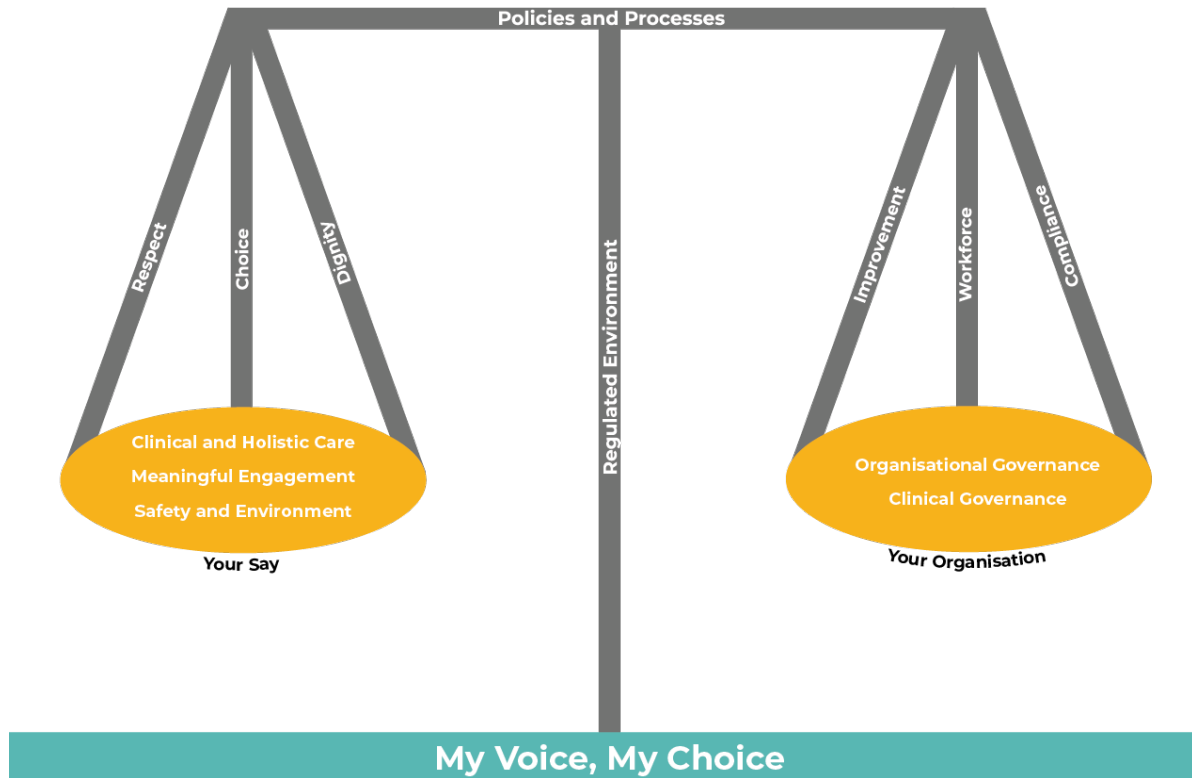
James Milson Village has a comprehensive incident management system that supports clinical governance. There is a policy and process structure that details the elements of this incident management system.

Audits and Benchmarking

James Milson Village utilises Moving on Audits (MOA) as their audit and benchmarking system. There is annual schedule of these audits located in the MOA system and available to all relevant staff. These support the identification of clinical risk and are reported the the board.



Monitoring and Reporting



Monitoring and reporting for evidence based clinical governance includes (but is not limited to) the collection, monitoring and reporting of clinical data related to:

- Clinical risk mitigation systems and strategies that include continuous quality improvement, in particular related to high impact high prevalence clinical risk please use lower case consistently throughout
- Clinical risk
- Open Disclosure
- Clinical practice outcome
- Internal and external benchmarking trends
- The Serious Incident Response Scheme (SIRS)
- The National Quality Indicator program (NQIP)
- Incident reporting within the service
- Staff turnover
- Compulsory education
- Work Health and Safety trending
- Plan for Continuous Improvement
- Self assessment

National Quality Indicators Program (NQIP)

James Milson Village collect data across eleven quality indicators, comprising of fourteen categories.

The quality indicators that must be reported upon are:

- Pressure injuries
- Physical restraint
- Unplanned weight loss
- Falls and major injury
- Medication management (polypharmacy and antipsychotic medication).
- Activities of daily living
- Incontinence care
- Hospitalisations
- Workforce
- Consume experience
- Quality of life

The clinical governance processes related to NQIP include:

- Ensuring the data collection and submission process is adequately resourced
- Comply with the NQIP requirements through familiarity with the National Aged Care Quality Indicator Program and the mandated timeframes
- Identification of areas for continuous quality improvement
- Reporting outcomes to the Clinical Governance and Care Committee.

Incident Reporting and Accountability

Critical Incident reporting	Accountability
Manager to be informed as soon as Critical Incident identified	All Staff
Any privacy breach is reporting to the Privacy Officer immediately	CEO or Delegate
SafeWork NSW to be notified if staff or contractors death	QCM
Care Service Manager to contact the consumer's Substitute Decision Maker	CSM
Complete an Incident Report Form in eCase	All Staff
SIRS reporting occurs as required	QCM
Notify insurers as required	CFOO/QCM/CEO

Escalation of Risk

ACCOUNTABILITY FOR CLINICAL GOVERNANCE

The James Milson Village Board has ultimate accountability for the quality and safety of clinical governance.

Through the James Milson Village Delegations Schedule, the Board can delegate this responsibility to the Clinical Governance and Care Committee who, in turn, delegates these responsibilities to other committees or employees. This supports a clinical sustainability strategy. The Board however, will retain final accountability for the quality and safety of clinical governance at James Milson Village.

Allied Health

James Milson Village monitors and reports on the activities of all Allied Health Practitioners that provide care and services to consumers. This may include, but is not limited to;

- Physiotherapists
- Speech therapists
- Dieticians
- Dentists
- Podiatrists
- Audiologists.

These activities are reported quarterly through the Clinical Governance and Care Committee to the Board.



Effective Workforce

Role Accountabilities for Clinical Governance

Specific accountability at each level of the accountability framework is described below.

JAMES MILSON VILLAGE BOARD

The Board is required to ensure an effective clinical governance framework is established to provide strategic oversight of James Milson Village performances in clinical safety and quality. This will include accountability to:

- Review and monitor the effectiveness of organisational structures and delegation policies
- Ensure that delegation for acting on safety and quality issues is clearly articulated and understood
- Ensure the Board's Constitution appropriately describes responsibility for clinical governance
- Review the induction and training program for Board members and senior executives to ensure they are provided with appropriate resources to undertake their role
- Review the clinical governance expertise within the Board and senior executives and ensure appropriate succession planning is in place
- Define, adopt, and communicate an organisation wide definition of the elements of quality for clinical care
- Verify there is a comprehensive incident management and investigation system that complies with all legislative and regulatory requirements
- Ensure there is appropriate identification and management of high impact high prevalence risk
- Ensure that incidents and analysis of incidents are reviewed by the Clinical Governance and Care Committee

- Verify there is a feedback management and investigation system that complies with all legislative and regulatory requirements
- Ensure that consumer and Restrictive Practices/Substitute Decision Maker feedback is reviewed by the Clinical Governance and Care Committee
- Verify that Open Disclosure is proactive
- Verify that there is a comprehensive consumer feedback system
- Ensure that there are effective consumer engagement processes in place that proactively inform the PCI and opportunities to co-design care and services

JAMES MILSON VILLAGE SENIOR LEADERSHIP TEAM

The James Milson Village Senior Leadership Team is responsible for the development, communication and monitoring of clear and transparent Key Performance Indicators (KPIs) and service targets in the areas of clinical performance, quality, and safety.

This will include accountability to:

- Ensure that all committees with a clinical governance role, have appropriate membership, Terms of Reference and minutes are recorded. Processes for escalation of consumer safety and clinical quality issues in accordance with the clinical governance framework are understood and operationalised.
- Establish registries to systematically record the outcomes of internal and external clinical audits, reviews and investigations and responsibility for implementation of recommended actions and regularly review progress
- Ensure that James Milson Village's structure, position descriptions and contract templates for all senior executive, manager, clinical and other members of the workforce have clearly articulated responsibility for safety and quality in line with the clinical governance framework
- Ensure that James Milson Village's training and performance development policies and programs for managers and senior clinicians incorporate an appropriate emphasis on safety, quality and clinical governance
- Ensure that James Milson Village's risk management system is appropriately designed, resourced, maintained, and monitored
- Periodically review the effectiveness of James Milson Village's risk register
- Ensure the structure of James Milson Village's quality management system clearly aligns with the Vision, Mission and Values of James Milson Village and its clinical quality and safety objectives

- Ensure the consumer clinical record allows for systematic audit of the contents against the requirements of the Aged Care Quality Standards
- Ensure that James Milson Village has adopted and implemented a process for identifying the scope of practice for all clinicians
- Implement a robust system of performance development for all clinicians
- Regularly aggregate and analyse sources of information that provide insight into the level of workforce engagement with, and understanding of James Milson Village's safety and quality systems
- Ensure there are systems in place to analyse and report on incidents
- Ensure serious incident data is utilised to optimal effect, including SIRS reporting
- Ensure that complaints data is utilised to optimal effect
- Monitor Open Disclosure
- Ensure that there are systems in place to protect the confidentiality and privacy of consumer information, including infrastructure, personnel, policies, procedures, and protocols for paper-based and electronic records so that they are consistent with best practice and legislation
- Ensure there is a comprehensive feedback system.
- Ensure that the consumer engagement processes are active and meaningful and inform continuous improvement.

Clinical Education Program

The clinical education program provides education and competency assessments for all of James Milson Village's staff.

For registered nurses this is based on the registered nurses' standards for practice.

All staff must complete all elements of compulsory education within a 12 month period. In addition to compulsory education, an annualised education calendar that covers the Aged Care Quality Standards and any changes in the regulatory environment, is to be completed.

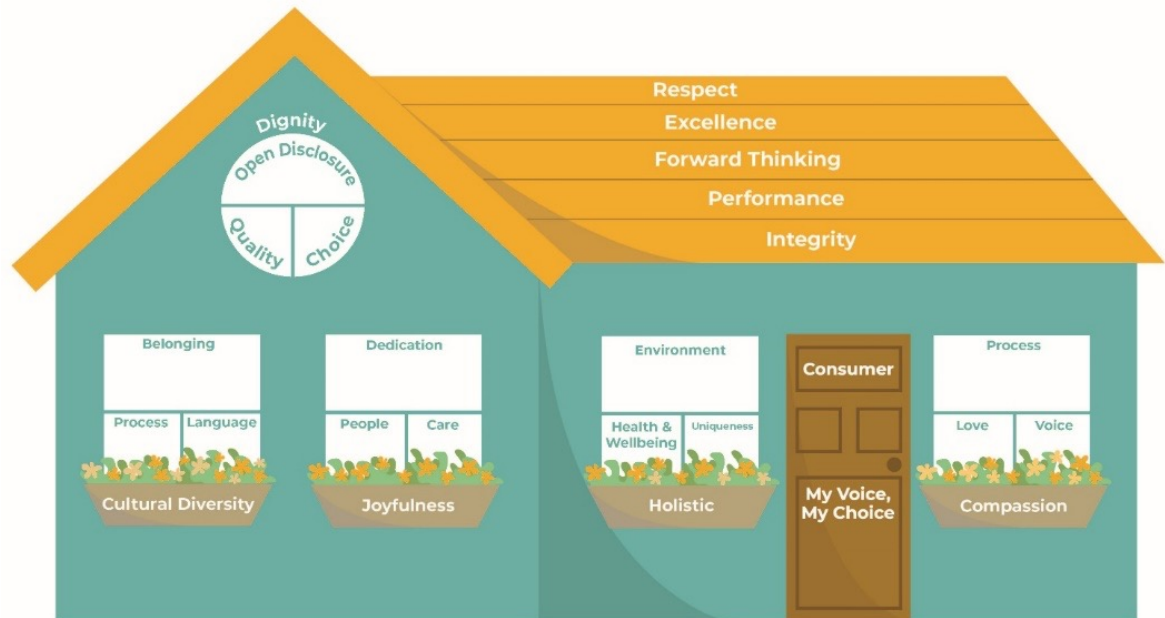
As an adjunct to the annualised education calendar, there is an annualised suite of competency assessment that must be completed according to each staff member's role and responsibilities.

Communication and Relationships

My Voice My Choice is based upon clear communication and relationship building. Respectful relationship building results in happiness and encourages consumer capacity building and enablement.

Good communication builds relationships that foster respect and result in excellence in care and service delivery.





My Voice My Choice is visible within
the James Milson Village homes.

My Voice My Choice is built upon the solid foundations of respect, forward thinking and integrity.

There is dedication to its people, the living environment and is underpinned by robust processes that promote choice and belonging.

