



# Clinical Governance Framework

## CLINICAL GOVERNANCE

### VISION:

Wentworth Healthcare is committed to ensuring the safe, high quality and effective healthcare for all consumers who engage in the delivery of our healthcare programs and services

### PURPOSE:

To ensure an understanding and accountability for clinical governance is available for all programs and services delivered and or commissioned through Wentworth Healthcare

### SCOPE:

The Framework applies to Wentworth Healthcare **DELIVERED SERVICES**, **COMMISSIONED SERVICES** and the initiatives that support and develop **PRIMARY CARE**

## DELIVERED SERVICES

Wentworth Healthcare will ensure that consumers who directly receive services experience safe, high quality, effective person-centred care, through a workforce that is skilled and accountable under safety and quality standards.

## COMMISSIONED SERVICES

With oversight from Wentworth Healthcare, the Clinical Governance Framework will articulate requirements for safe and effective services to be delivered by commissioned service providers to consumers, and the monitoring and evaluating of quality of processes and outcomes. Where required, capacity of providers to self-manage clinical governance will be developed. Collaborative approaches and principles of evidenced-based models of care will incorporate clinical governance requirements in the design and planning of services.

## PRIMARY CARE SUPPORT & DEVELOPMENT

Wentworth Healthcare's role with the primary healthcare workforce is to develop and influence the application of quality improvement initiatives that drive good healthcare outcomes for consumers, including the interface in communicating and transferring care safely between primary, secondary and acute care services.

## GUIDING PRINCIPLES

**Wentworth Healthcare has a role as a direct service provider, a commissioner of health services and an influencer of primary care, to prevent risk of clinical care causing injury or harm to consumers.**

As a leader of primary health in the region, Wentworth Healthcare has established a 'just' culture, working in partnership with consumers and service providers to ensure the clinical safety of all our services is underpinned by guiding principles that incorporate:

- ▶ **Open and transparent processes that support the identification and reporting of clinical safety risks and adverse events**
- ▶ **Accountabilities that are clearly defined with responsibilities that are unambiguous and explicit with obligations to take action clearly accepted**
- ▶ **Effective and responsive services that embrace opportunities for quality improvement**
- ▶ **Embedding the experience of consumers into the design and delivery of effective high quality care**
- ▶ **Supporting healthcare providers to consistently deliver high quality reliable care by articulating safety requirements and monitoring the quality of processes and outcomes**
- ▶ **Developing and influencing the uptake of quality improvement activities, including capacity building and the interface between primary care and other service sectors that supports a seamless, safe patient journey.<sup>4,5,6</sup>**

# Clinical Governance Framework

## OBJECTIVES

**The Clinical Governance Framework defines systems, structures and processes that enable organisational accountability for the delivery of safe, high quality healthcare including:**

- Wentworth Healthcare's integrity in both delivering and commissioning clinical services maintained as a high standard
- Services provided, procured, and commissioned by Wentworth Healthcare to be safe, effective, appropriate, consumer focused, accessible and efficient
- Clear and effective systems and processes through which clinical governance is defined, communicated and maintained to ensure capability and capacity is evident within our delivered and commissioned services
- Clinical risk being managed in order to provide safe care and services
- Partnering with consumers to support planning, design, delivery, measurement and evaluation of care to help shape the delivery of safe and effective health services in our community.

**The Framework drives behaviour, both individual and organisational, that leads to better consumer care.**

This includes principles that underpin high standards of clinical performance, clinical risk management, clinical audit and ongoing professional development to ensure that well developed processes to take action and manage adverse events are in place.

The Framework is underpinned by a committed leadership that facilitates a learning environment focused on creating safe, effective and responsive services. It ensures the Board, Executive, Managers, service providers and healthcare providers understand their role and responsibility for the safety and quality of care they commission or provide. It builds on a 'just' culture that makes certain there is clear accountability that supports reporting and continuous quality improvement with all clinical services.

Working in partnership with consumers is central to ensuring their experience in identifying safety and quality issues, and solutions to design and delivery, is incorporated into all services<sup>2</sup>

## Clinical Governance is defined as:

*"... the set of relationships and responsibilities established by a health service organisation between its state or territory department of health, governing body, executive, workforce, patients, consumers and other stakeholders to ensure good clinical outcomes. It ensures that the community and health service organisations can be confident that systems are in place to deliver safe and high-quality health care, and continuously improve services*

*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 patients and the community for assuring the delivery of health services that are safe, effective, integrated, high quality and continuously improving."*

Australian Commission on Safety and Quality in Health Care. National Model Clinical Governance Framework. Sydney: ACSQHC; 2017

## Wentworth Healthcare's STRATEGIC PLAN underpins our commitment to safe services

### VISION

*Improved health and well-being for the people in our community*

### MISSION

*Empower general practice and other healthcare professionals to deliver high-quality, accessible and integrated primary healthcare that meets the needs of our community*

### VALUES



### STRATEGIC OBJECTIVES

**1.** Increased capacity and influence of Primary Care

**2.** Culture of quality improvement and outcome focus

**3.** Coordinated services within and across sectors

**4.** Consumers engaged in all we do

**5.** Organisational excellence and impact

## POLICY STATEMENT

**Wentworth Healthcare is committed to improving health for the people in our community through the delivery of high quality, accessible and integrated care that meets the needs our community, underpinned by a system of robust clinical governance.**

Wentworth Healthcare's strategic vision, mission and values are central in driving the delivery of high quality healthcare in our region that supports people to receive the right care at the right time and in the right place.

Based on the company's Risk Appetite Statement, Wentworth Healthcare has assessed Clinical Governance risk as a 'Controlled' risk in respect to the Regulatory area, and 'Cautious' in respect to Governance. This means there is a zero to low tolerance for Clinical Governance risk.

Wentworth Healthcare Board, Executive, Managers, Staff and Commissioned Service Providers are required to have an understanding of the Wentworth Healthcare Clinical Governance Framework and to demonstrate accountability for the delivery of safe, high -quality care against legislative and regulatory requirements, within their service domain.

In delivering direct health services, and as commissioners of health services, Wentworth Healthcare has an obligation to prevent clinical care, or an absence of care, which could be reasonably foreseen to cause injury or harm to consumers. Anticipating risk and taking care to prevent consumers coming to harm is supported by articulating the requirements and monitoring the quality of healthcare processes and outcomes.

With respect to clinical governance for primary care, Wentworth Healthcare has a role in supporting an environment of high performing general practice that facilitates system improvement and workforce development to influence the uptake of quality improvement standards that deliver excellence in clinical care and safe transitions of care across sectors.<sup>2,3</sup>

## ROLES AND RESPONSIBILITIES

**The Wentworth Healthcare Board has ultimate responsibility for the governance of clinical care delivered and/or under the auspices of Wentworth Healthcare.**

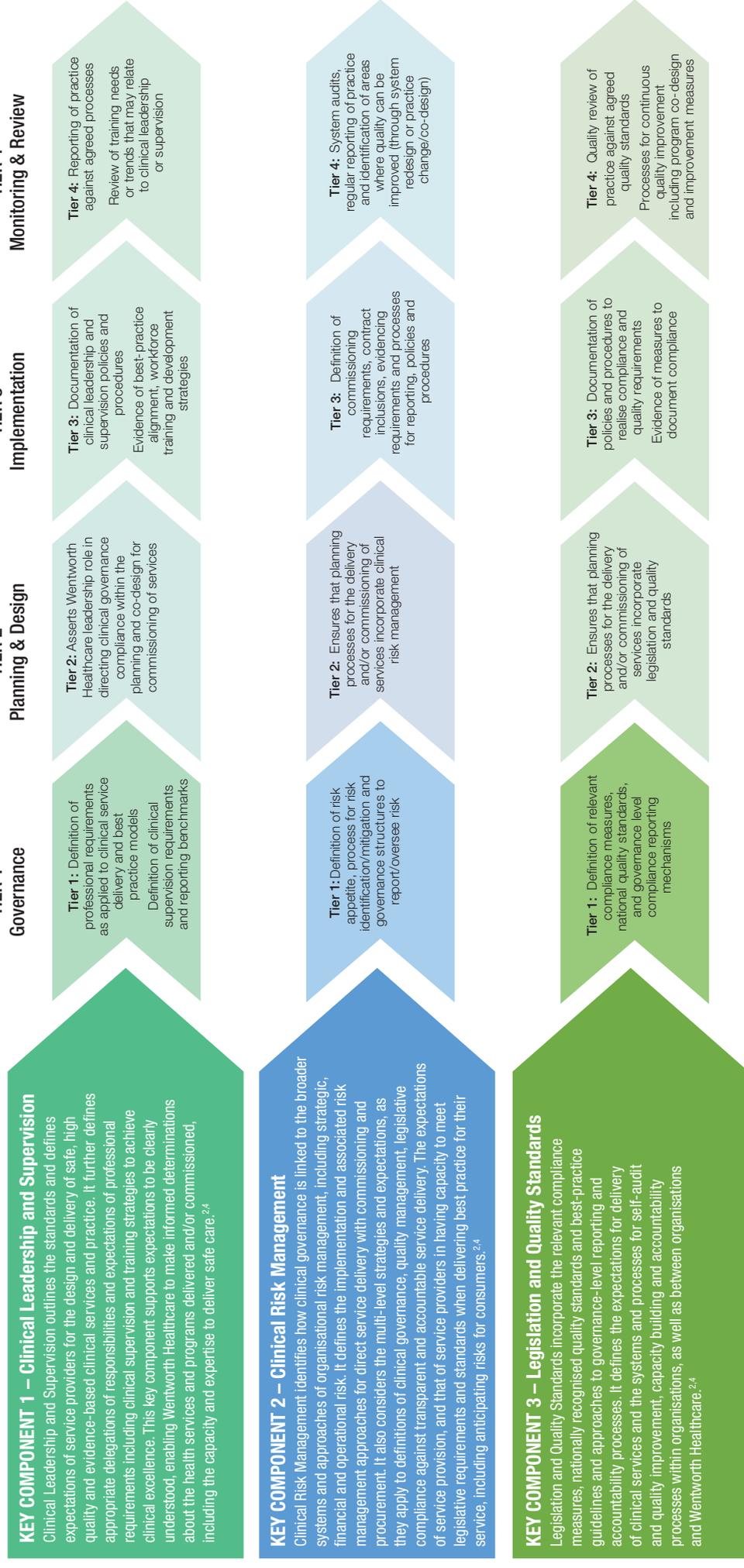
The Board of Directors has both the accountability and obligation for ensuring that the direct and commissioned services meet best practice and that the concept of vicarious and reputational risks associated with commissioned services are addressed.

- ▶ The Board has established a **'Clinical Governance Board Committee'** to drive clinical governance and assist the Board in fulfilling its responsibilities. The Board has ultimate accountability for the delivery of activities and services under the **Wentworth Healthcare Strategic Plan**. This includes assurance that due diligence has been applied in fulfilling clinical governance obligations relating to Wentworth Healthcare's clinical leadership and supervision, clinical risk management and quality standards.
- ▶ The Board has appointed the **CEO** to provide oversight of the development of clinical governance strategy and management. The **CEO, Executive and Senior Management** team have a responsibility provide oversight with the implementation of clinical governance systems within the organisation. Where the implementation is delegated, a system of monitoring risk will be in place that provides a mechanism to confirm that quality and safety systems and processes are functioning effectively. Evaluating both delivered and commissioned services will also incorporate clinical governance compliance.
- ▶ Wentworth Healthcare **Program Managers and their teams** are responsible for understanding, utilising and implementing the Wentworth Healthcare clinical governance systems and processes and for overseeing day-to-day operationalisation in their respective program areas of responsibility and in the contracted services they commission. This includes pre-commissioning due diligence for clinical governance; immediate reporting of actual or potential critical incidents, complaints and compliments; implementing proactive quality improvement initiatives; and identifying capacity-building opportunities in their prospective program areas.
- ▶ **Service providers including commissioned organisations and clinicians** have responsibilities in complying with best-practice clinical governance and demonstrating clinical competence, evidence-based care and ongoing monitoring and supervision. Monitoring outcomes includes implementing a system for reporting critical incidents, complaints and compliments and identifying practices that need quality improvement intervention.
- ▶ **Consumers, carers and community members** are involved in implementation through meaningful engagement with Wentworth Healthcare in decision-making about planning, care and treatment of direct services and commissioned services, and in the wellbeing of themselves and the community. Advocating about their own healthcare journey can contribute significantly towards quality improvements and improved health outcomes for the community<sup>2,3,4</sup>

# THE CLINICAL GOVERNANCE FRAMEWORK

Wentworth Healthcare's commitment to clinical safety and quality is strengthened by a robust clinical governance framework and a system that sets out key policies and procedures that enable organisational-wide accountability for the delivery of safe, high quality care.

The **Wentworth Healthcare Clinical Governance Framework** is comprised of three integrated key components: **Clinical Leadership and Supervision**, **Clinical Risk Management** and **Legislation and Quality Standards**. Each component then applies a tiered approach to defining the related requirements of **Governance, Planning and Design, Implementation, Monitoring and Review**, aligned with a continuous improvement process and quality management system.<sup>2,4</sup>



**Wentworth Healthcare Clinical Governance Framework**  
The diagram demonstrates how each of the three key components of the Framework are considered in relation to the higher level of Tier 1 Clinical Governance functions; the Tier 2 Planning and Design phase, the Tier 3 Implementation phase of service delivery; and the Tier 4 Monitoring and Review of systems.

## REFERENCES

1. Australian Commission on Safety and Quality in Health Care, 2012. *Overview of the Australian Safety and Quality Goals for Health Care*. Available at: <http://www.safetyandquality.gov.au/publications/overview-of-the-australian-safety-and-quality-goals-for-health-care/>
2. NSW Ministry of Health. Available at <https://www.health.nsw.gov.au/Value/Publications/cbv-strategy.pdf>
3. High performing general practice. Reference: *Model for high quality patient care* available at <https://www.racgp.org.au/advocacy/advocacy-resources/the-vision-for-general-practice/the-vision/the-model-for-high-quality-patient-care>
4. Australian Council on Health Care Standards. *National Safety and Quality Health Service (NSQHS) Standards*, available at: [www.nationalstandards.safetyandquality.gov.au/1.-clinical-governance](http://www.nationalstandards.safetyandquality.gov.au/1.-clinical-governance)
5. *Deeble Issues Brief No. 22: Clinical governance for Primary Health Networks*, available at: [www.ahha.asn.au/publication/health-policy-issue-briefs/deeble-issues-brief-no-22-clinical-governance-primary-health](http://www.ahha.asn.au/publication/health-policy-issue-briefs/deeble-issues-brief-no-22-clinical-governance-primary-health)
6. Australian Government Department of Health, 2016. *Primary Health Network Programme Guidelines*, available at: [www.health.gov.au/internet/main/publishing.nsf/Content/PHN-Program\\_Guidelines](http://www.health.gov.au/internet/main/publishing.nsf/Content/PHN-Program_Guidelines)
7. Calvary Health Care, 2017. *Clinical Governance Framework*, available at: [www.calvarycare.org.au/about/clinical-safety-and-quality/clinical-governance-framework](http://www.calvarycare.org.au/about/clinical-safety-and-quality/clinical-governance-framework)
8. Australian Commission on Safety and Quality in Health Care (2011), *Patient centred care: Improving quality and safety through partnerships with patients and consumers*, ACSQHC, Sydney, available at: [www.safetyandquality.gov.au/our-work/patient-and-consumer-centred-care](http://www.safetyandquality.gov.au/our-work/patient-and-consumer-centred-care)
9. Department of Human Services, 2009. *Victorian clinical governance framework: A guidebook*, Victorian Government, available at: [www.bettersafercare.vic.gov.au/our-work/governance/clinical-governance](http://www.bettersafercare.vic.gov.au/our-work/governance/clinical-governance)



## Wentworth Healthcare

Level 1, Suite 1, Werrington Park Corporate Centre,  
14 Great Western Highway  
Kingswood NSW 2747

T 4708 8100

### POSTAL ADDRESS

WHL, Big BR, Level 1, Suite 1,  
Locked Bag 1797,  
Penrith NSW 2751

For more information about Wentworth Healthcare  
or Nepean Blue Mountains PHN visit  
[www.nbmphn.com.au](http://www.nbmphn.com.au)

310\_1123

While the Australian Government helped fund this material, it has not reviewed the content and is not responsible for any injury, loss or damage however arising from the use of or reliance on the information provided herein.

