

Service & Clinical Governance Framework

Ability[★]
WA

December 2022



Our Approach

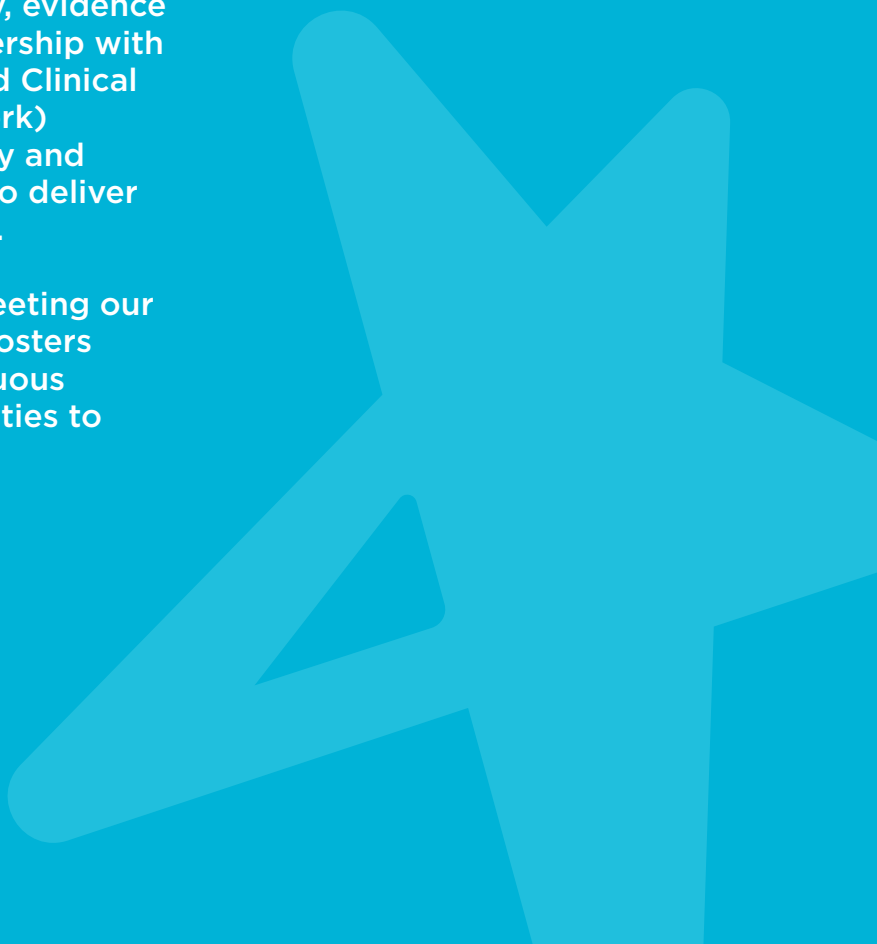
From the Chair

Ability WA has a long history of supporting people with disabilities to live how they choose and to thrive in their community.

In doing so, we must continue to grow Ability WA's safety culture and our unwavering commitment to delivering high-quality, evidence based services and delivered in partnership with customers. The Ability WA Service and Clinical Governance Framework (the Framework) identifies and demonstrates the quality and governance systems Ability WA uses to deliver integrated, safe and effective services.

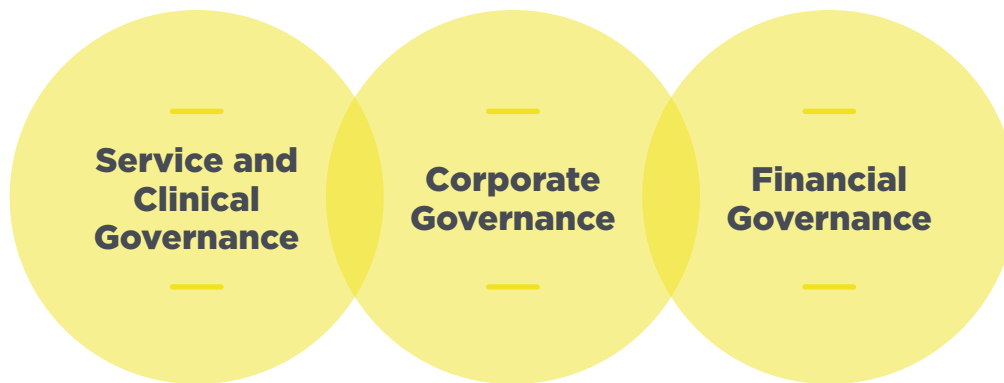
The Framework is about more than meeting our legal and regulatory requirements, it fosters a positive culture which values continuous improvement and seeks out opportunities to learn to achieve service excellence.

Dianne Ritson
Ability WA Chairperson



What is Service and Clinical Governance?

Corporate Governance is the system by which an organisation is controlled and operates, and the mechanisms it and its people are accountable. Service and Clinical Governance is an element of Corporate Governance that relates to the integrated set of leadership behaviours, policies, procedures, roles & responsibilities, systems, risk management and mechanisms used to support safe, quality services and optimise outcomes for customers



Ability WA has had sound governance arrangements in place throughout its history. Given the wide range of services Ability WA provides to the Western Australian community, we have chosen to combine our Service Governance and Clinical Governance approach into a single framework. This ensures that the diversity of our services, including care, therapy, nursing, assistive technology, transport, behaviour support, skills development, family support, employment support and industrial, waste management and commercial retail operations, are reflected in the same quality framework.

Service and Clinical Governance is everyone's business. This framework guides all stakeholders in understanding their roles and responsibilities. It ensures our values of connecting with heart, achieving together, thinking differently and making things happen are embedded within our governance arrangements.

Framework Principles

Our Framework principles, established through customer consultations, are that:

- Our culture prioritises safety and the provision of high quality services and products
- We have no tolerance for any practice or activity that may result in harm to our customers whilst recognising customer choice and dignity of risk
- We partner with customers in their service planning and provision
- Our people have the right skills, training, information and supervision to provide high-quality and safe services
- We are committed to the ongoing professional development of our people
- We value transparency, effective communication, accountability and feedback
- We seek out opportunities to learn and continuously improve
- Our customer representatives are consulted and informed of system level changes relevant to their experience

Ability WA Service & Clinical Governance Model

The Framework is centred on five domains that drive our service and clinical governance activities to enable safe, quality and effective services and products and the best outcomes for customers:



Ability WA Corporate Governance Structure

Roles & Responsibilities

Members



Board of Directors

A skills-based Board of Directors accountable for delivering quality services and products to customers & ensuring appropriate service & clinical governance arrangements are effective & in place. This includes setting the organisation's strategy & culture, managing risk, monitoring performance, and appropriately delegating responsibility for quality & safety activities.



Board Committees Chaired by Board Members

Finance, Risk & Audit

Corporate Governance functions relating to financial control and performance, investment activities, audit, compliance matters and risk

Service & Clinical Governance

Monitor, evaluate and ensure effective Clinical Governance and Quality Management Systems are implemented and manage clinical risk

Customer Experience

Provide governance and guidance of the engagement and experience of current and future customers

Remuneration & Nomination

Ensure robust and effective processes for evaluating Board performance and functional obligations

Enterprise Growth

Consider opportunities which support Ability WA's long term interests and strategic objectives.



Executive Committee

Chaired by the Chief Executive Officer

Responsible for operational leadership and management including operationalising Ability WA's Strategy Plan



Executive Subcommittees

Chaired by Executive Members with representation from stakeholders across Ability WA

Quality & Risk

Monitor and evaluate risk, quality management, assurance, audit & compliance activities

Clinical Risk

Prevent, monitor & address clinical risk, practice & processes & to ensure clinical governance systems are effective & appropriate.

Customer Advisory Council

Advise, inform & advocate on the planning and delivery of Ability WA products & services

Workforce

Develop workforce strategy & undertake workforce planning to control and mitigate workforce risk

Information Management

Develop information management strategy & systems to optimise operations and objectives

Service & Clinical Governance

Roles & Responsibilities

Customers: people with disabilities and their support networks plus commercial and retail social enterprise customers	<p>Are open to discussing how best to meet their needs and goals</p> <p>Are willing to tell us when we are doing well and where we can improve, allowing us to make changes</p> <p>Access the tools and support required to inform and direct their service/product provision to meet their needs, preferences and desired outcomes</p>
All employees, agency staff, contractors, volunteers and visitors	<p>Are responsible for working within the framework when providing Ability WA services and products to customers</p> <p>Are accountable for the quality and safety of support provided within their scope of practice and as guided by customer decision making and all elements of the framework</p> <p>Commit to promptly identifying and reporting on any matters which impact the safety of others and the customer experience</p>
Clinicians: therapists, practitioners and nurses	<p>Ensure the delivery of evidence-based and best practice in line with service and clinical governance arrangements</p> <p>Ensure professional registrations are current and registration requirements are met and maintained</p> <p>Commit to seeking and maintaining ongoing professional development to support contemporary practice</p>
Supervisors & Frontline Leaders	<p>Respond promptly to escalation matters which have or could impact the safety and experience of others</p> <p>Communicate openly, honestly and effectively to support and lead the provision of high-quality services and products to customers</p> <p>Lead by example in role modelling evidence-based practice and facilitating systems and processes of the framework</p>
Quality Governance Team	<p>Support Ability WA's quality management and operational governance functions independent of operational business units, including liaison with the NDIS Quality & Safeguards Commission</p>
Executives and Managers	<p>Have delegated responsibility for operationalising the service and clinical governance framework and implementing the strategic direction set by the Board</p> <p>Ensure appropriate processes, structures, resources, culture and behaviours are embedded to enable the best customer outcomes and the provision of a safe workplace</p> <p>Lead planning and actions to continuously improve services and products and address risks associated with quality & safety</p>
Board Members	<p>Are accountable for the quality and safety of Ability WA products and services to customers and the health and safety of employees, agency staff, contractors, volunteers and visitors. This includes monitoring the effectiveness of systems, processes and performance, setting strategy, shaping culture and managing clinical and enterprise risk.</p>

Domains	Partnering with Customers	Quality Products & Services	Safety Culture	People and Leadership	Systems and Governance
<p>We will achieve, measure, act and evaluate this by</p>	<ul style="list-style-type: none"> Partnering with customers to plan and deliver services and products that meet their needs, goals and preferences Providing family-centred services and assistive technology to children and their families/network Ensuring customers are supported to make their own informed decisions on their unique circumstances and accept the dignity of risk Communicating with customers in a way they can access and understand and that is culturally appropriate Ensuring consent is an ongoing conversation Actively addressing any barriers to continuously building cultural competency Actively understanding and addressing the needs of diverse groups and 'at risk' customer cohorts Understanding the emerging equipment and assistive technology needs of customers and new markets Expanding our commercial and retail partnerships to increase employment pathways and housing options for customers 	<ul style="list-style-type: none"> Implementing evidence-based practice to deliver contemporary and effective services and products Applying a strengths-based approach to achieving the best outcomes for customers Providing a consistent customer experience through refined and efficient processes and documentation Partnering with leading organisations to develop best practice initiatives Investing in customer-led research and collaborations to improve knowledge and positively impact customer outcomes Understanding and meeting the needs of our commercial and employment partners Ensuring the privacy & confidentiality of customer records and information Actively seeking customer feedback to inform service and product improvements Seeking opportunities to measure customer outcomes and social impact Actively working to reduce and eliminate the use of restrictive practices Ensure robust customer safeguarding arrangements are in place and utilised 	<ul style="list-style-type: none"> Embedding no tolerance of abuse, neglect, violence, exploitation, harm and unlawful acts to customers and our people into everything we do Ensuring effective risk management systems and risk culture are embedded across Ability WA Providing a safe working environment aspiring to the elimination of workplace hazards Fostering a see something, say something just culture which focuses on system-level improvement Promoting safety initiatives to encourage a reporting culture Developing robust emergency planning and management strategies Maintaining a preventative approach to customer health and infection risk Ensuring the safe storage of substances and chemicals Ensuring Ability WA is a Child Safe Organisation 	<ul style="list-style-type: none"> Ensuring leadership behaviours model Ability WA values and are committed to continuous improvement Addressing factors that may be a barrier to employment for people with disability Clearly defining the responsibilities, practice scope, credentials and expectations of Ability WA roles (including acting roles) and escalation pathways Seeking opportunities to provide positive feedback with a view to continuous learning and recognising peoples growth Providing regular support, supervision and professional development to enable the development of our people Having honest and respectful conversations when performance gaps are evident Providing our people & Board with the training, information, orientation and induction to perform their role Facilitating transparent, equitable, values-based recruitment processes Providing people with the tools required to perform their roles successfully 	<ul style="list-style-type: none"> Ensuring the timely, accurate and transparent reporting and management of incidents, feedback and complaints Monitoring service and product quality, safety and risk through an effective Operational and Board Governance Structure Maintaining up-to-date policies and procedures informed by evidence-based practice and continuous quality improvement initiatives which are accessible, understood and congruent with practice Facilitating robust quality assurance, internal and external audit processes aligned to risk management Investing in continuous quality improvement initiatives Adopting standardised process & documentation governance to provide a consistent customer experience Developing open disclosure processes Regularly monitoring Key Performance Indicators on safety and quality and taking prompt and corrective action when required Ensuring compliance with Legislation, Standards and Regulatory requirements

Partnering with Customers

What this looks like at Ability WA

We are relationship-based and genuinely value getting to know customers so we can understand what matters to them. Effective, transparent and honest communication is essential to working together as a team to achieve the best outcomes. We enable customers to have the information and support they need to express their wishes and make decisions about their services and products.

To action this domain we will:

- Regularly encourage and seek feedback through customer surveys and the feedback process
- Seek to optimise the continuity of quality relationships between customers and their preferred people (employees)
- Equip our people in Supported Decision Making and Consent through training and resources
- Ensure information about a customer's support requirements, goals and preferences is used to guide service/product delivery and is easily accessible to the customer and our people
- Communicate regularly and transparently through periods of significant change
- Have respectful, open and honest conversations and support customers to access advocacy and referral services when required
- Connect customers with external specialist providers such as End of Life Care Planning, Complex health matters (e.g. wound care) & Support Coordination
- Encourage and support customers to participate in internal and external governance committees

Signs of Success:

- Customers are consulted on the shape and provision of Ability WA services through Customer Reference and/or Research Groups
- Customers and their family/advocate/guardian report positively about their autonomy to make decisions and personal preferences being sought and respected
- The support requirements, preferences and consent of customers is recorded and regularly updated
- Themes arising from customer surveys, conversations and the Customer Advisory Council inform continuous quality improvement initiatives
- Customers report they are satisfied with the safety and quality of Ability WA services and products
- Key customer documents and policies are easily accessible in easy-read and CaLD formats
- Customers are aware of and utilise feedback, compliment and complaints processes available to them
- Consent and Supported Decision Making is an ongoing conversation, supported through our processes and training our people

Quality Products & Services

What this looks like at Ability WA

We are leaders in best practice and ensure our practice is guided by evidence-based policy and procedures. Consistency of quality service and product provision is important to us, and we achieve this through standardising and regularly refining our processes and documentation.

To action this domain we will:

- Actively work to reduce and eliminate the use of restrictive practices through effective safeguarding and are a sector leader in the provision of Positive Behaviour Support
- Ensure processes are in place to support the continuity of services
- Adopt best practice when conducting clinical assessments and planning with customers and families/guardians for their therapy and health needs
- Ensure customers with individual risk factors such as polypharmacy or those who are supported by lone workers have effective safeguarding controls in place
- Have effective relationships and referral pathways with external providers
- Ensure the handover of information between our people and external health providers including hospitals, ambulance services, and general practitioners is effective, recorded and timely
- Continue to embed person centred practice congruent with policy
- Proactively measure quality indicators through Periodic Service Reviews

Signs of Success:

- Restrictive Practice Panels and audits are regularly held to drive safeguarding strategies to reduce restrictive practices
- Clearly articulate the obligations of both Ability WA and the customer through Service Agreements which are in place for all customers
- Escalation processes exist, are utilised and are effective in proactively identifying and supporting customers 'at risk' due to health, wellbeing or safeguarding concerns
- Customers report they feel supported by Ability WA when their support requirements or circumstances change
- Structured processes and templates are used to communicate when customers are transferred to or from external healthcare providers
- Proactive measurements of service quality demonstrate an upward trajectory through Periodic Service Review scoring
- Ongoing registration, compliance and certification through success completion of quality management audits including but not limited to ISO:9001 and registration as an NDIS provider via the NDIS Quality & Safeguards Commission

Safety Culture

What this looks like at Ability WA

We have no tolerance for acts of abuse, neglect, violence, exploitation, harm or unlawful acts towards our customers and expect immediate identification, safeguarding, reporting and response to such matters. We are champions for customer autonomy whilst recognising the dignity of risk balanced with duty of care.

Our people have access to and are aware of their escalation pathway for matters which impact the safety of customers or our people at all times in the workplace. We recognise and respond to customers changing needs promptly in partnership with the customer and their support network.

To action this domain we will:

- Embed our commitment to customer safety and no tolerance of abuse, neglect, exploitation and violence in employee orientation, training and policy
- Minimise infection risk to customers through Infection Prevention and Control practices, equipment, education, audits, planning and outbreak management
- Investigate technologies that improve the health and safety monitoring of customers and people in the workplace
- Recognise and respond to customers changing needs through observations, monitoring, conversations, defined escalation pathways and connect customers with external specialist supports when required
- Have an Action Plan to achieve strategic goals and priorities for safety which is developed in partnership and embedded by the Work Health and Safety Representative Committee
- Promote continuous quality improvement initiatives which improve the safety of customers & our people to amplify a reporting & 'speak up' culture
- Have in place a Safeguarding Framework that supports the identification, reporting and action to reduce and eliminate restrictive practices

Signs of Success:

- Our people are capable of recognising, preventing and safeguarding against abuse and neglect through training
- All customers have the option to receive education in personal safety
- We partner with customers to identify risks that are assessed, reviewed and mitigation strategies actioned. This information is documented in individual customer risk assessments for all relevant customers and informs our practice
- Good infection prevention and control practices are in place and are monitored through regular Infection Prevention and Control audits in clinical settings
- All position descriptions outline Ability WA's commitment to safety culture
- Industrial equipment operated by customers at Goodwill Engineering and Containers for Change sites is risk assessed and appropriately guarded with emergency stops, training and standard operating procedures in place
- A process for reporting safeguarding concerns including unauthorised restrictive practices, is in place, which our people are aware of and utilise

People and Leadership

What this looks like at Ability WA

We are an established employer of choice. Our workforce is agile, responsive, capable and enabled to deliver safe and quality services and products to our customers. We have the systems and processes in place to ensure our workforce has the right values, skills, training, orientation, equipment, resources, supervision and support to effectively perform their role and strengthen their capabilities in accordance with evidence-based practice, scope of practice, policy, legislation and standards.

Our leaders are well-supported to lead effective teams. We seek to understand barriers to employment for diverse groups and people living with disability. Alignment with our values is paramount. We are curious and think differently. We actively create and nurture a learning culture that ensures everyone has the opportunity to grow their skills and knowledge and take a systems approach when things don't go well.

To action this domain we will:

- Understand, document and review the training requirements of each role involved in the direct provision of services and products to customers
- Ensure our recruitment processes are robust and designed to attract quality, skilled people aligned with Ability WA's purpose and values
- Commit to learning culture through developing programs such as the Therapy Mentor Program and New Starters Program for graduate therapists and Leadership Development Program
- Define the scope of practice for clinicians, support workers and assistant supervisors and ensure it is understood, monitored and referral/escalation pathways are identified
- Have a workforce strategy that supports the provision of safe and quality services
- Ensure all reported incidents and complaints/concerns which involve actual or potential harm to a customer are reviewed by a qualified & trained Business Partner for assessment and recommended actions
- Institute performance management reward and recognition arrangements that promote the achievements of our people in delivering quality products and services to our customers

Signs of Success:

- Training and professional development opportunities are appropriately resourced, and budgeted funds are utilised
- Learning and Development records show employees training requirements are accurate and up to date
- Professional development opportunities for clinicians are routinely facilitated by Ability WA and aligned to continuous quality improvement initiatives
- Employees are equipped to work before commencing in their role including completion of all required compliances, screening and mandatory training
- Employees report they are satisfied in their capacity to deliver safe and quality services through training and ongoing support that they receive
- Employees report they are happy with the training they have received, feel well-informed, supported, and safe at Ability WA
- Performance metrics reflect consistent delivery of quality services and products to our customers

Systems & Governance

What this looks like at Ability WA

We are inherently committed to providing safe and quality services and fostering a culture of learning, safety and continuous improvement. Our risk culture and framework ensures risk is considered and addressed for each customer and that effective systems are in place to monitor and control operational and strategic risks.

Our systems and governance arrangements are informed by our customers. Robust quality management systems and processes are in place to actively manage and improve the quality and safety of services and products that are embedded in our corporate governance arrangements.

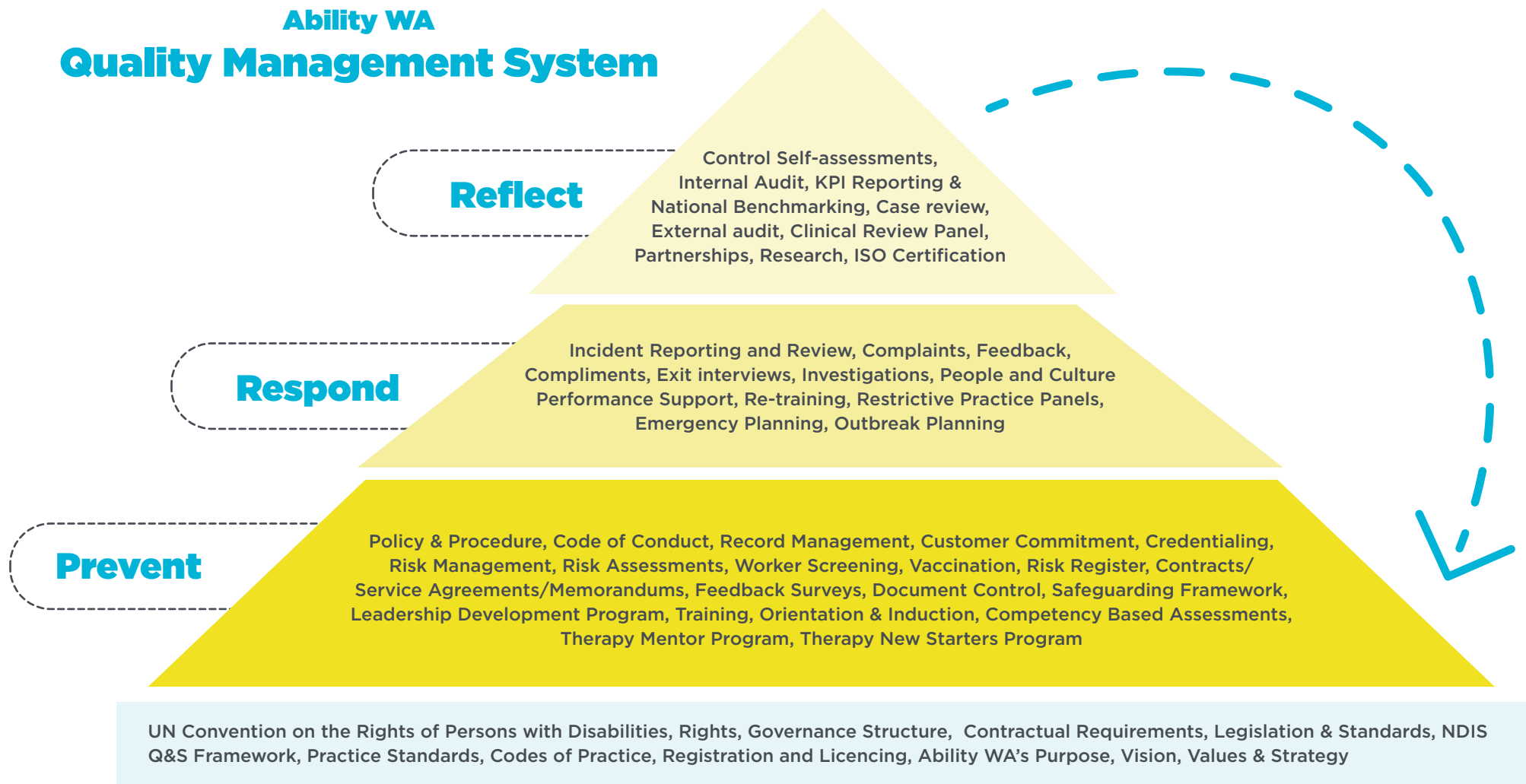
To action this domain we will:

- Monitor and report on continuous quality improvement activities
- Facilitate a Quality Assurance Schedule of audits, safety checks, control self-assessments and reviews to provide assurance that operational and clinical activities are compliant, efficient and effective and identify areas for improvement
- Regularly review quality performance indicators, including incidents, complaints, compliments and feedback
- Capture and regularly review clinical risk performance indicators, including medication, hospitalisation, restrictive practice, falls, weight changes and safeguarding concerns to identify areas for relevant customers
- Collaborate with national providers to develop national benchmarking of quality and safety performance indicator data
- Embed a Risk Management Framework and culture across Ability WA
- Understand and regularly review our legal and compliance obligations
- Ensure Board and clinical committees operate under a Terms of Reference and are enhanced by external skills-based professionals with relevant expertise

Signs of Success:

- Quality and clinical risk measures are regularly monitored by multiple governance committees resulting in the identification and actioning of continuous quality improvement activities
- Key risk areas are known with effective control measures in place
- Our people are aware of key policies and procedures relevant to their role which support the provision of safe and quality services/products
- Quality and clinical risk performance measures are reported to the workforce and customers
- An Independent Internal Audit Plan is in place and undertaken to assess the adequacy and effectiveness of risk management controls
- We adhere to regulatory compliance and are responsive to incidents and complaints
- Identify risks associated with the provision of safe and quality services and products through maintaining a Risk Register and rolling risk workshops

Ability WA Quality Management System



Implementation

The Services and Clinical Governance Committee will oversee the implementation of the framework. An action plan to address elements of the framework which are not yet active will be developed and monitored by the Executive Committee. Initial implementation of the framework will be promoted to our people and accessible to all customers on the Ability WA website.

Reviewing the Framework

The Chief Quality and Governance Officer is accountable for the review of the framework every three years or sooner if required, for approval by the Service and Clinical Governance Committee.

Related Documents

- [Ability WA Strategic Plan 2021-2024](#)
- [Code of Conduct](#)
- [Services and Clinical Governance Committee Terms of Reference](#)
- [Finance, Audit & Risk Committee Terms of Reference](#)
- [Customer Experience Committee Terms of Reference](#)
- [Clinical Risk Sub-committee Terms of Reference](#)
- [Quality & Risk Sub-committee Terms of Reference](#)
- [Workforce Sub-committee Terms of Reference](#)
- [Quality Management Policy](#)
- [Work Health & Safety Policy](#)
- [Infection Prevention and Control Policy](#)
- [Whistleblower Policy](#)
- [Continuous Improvement Policy](#)
- [Legal and Compliance Register](#)
- [Continuous Improvement Register](#)
- [Risk Management Framework](#)
- [Risk Management Policy](#)
- [Risk Management Procedure](#)
- [Risk Register](#)
- [Delegation Matrix](#)
- [Customer Incident Management and Investigations Policy](#)
- [Customer Incident Management and Investigations Procedure](#)
- [Restrictive Practice Policy](#)
- [Quality Assurance Schedule](#)



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