

Clinical Governance and Risk Management in Residential Aged Care: *Caring is not a substitute for good risk management*



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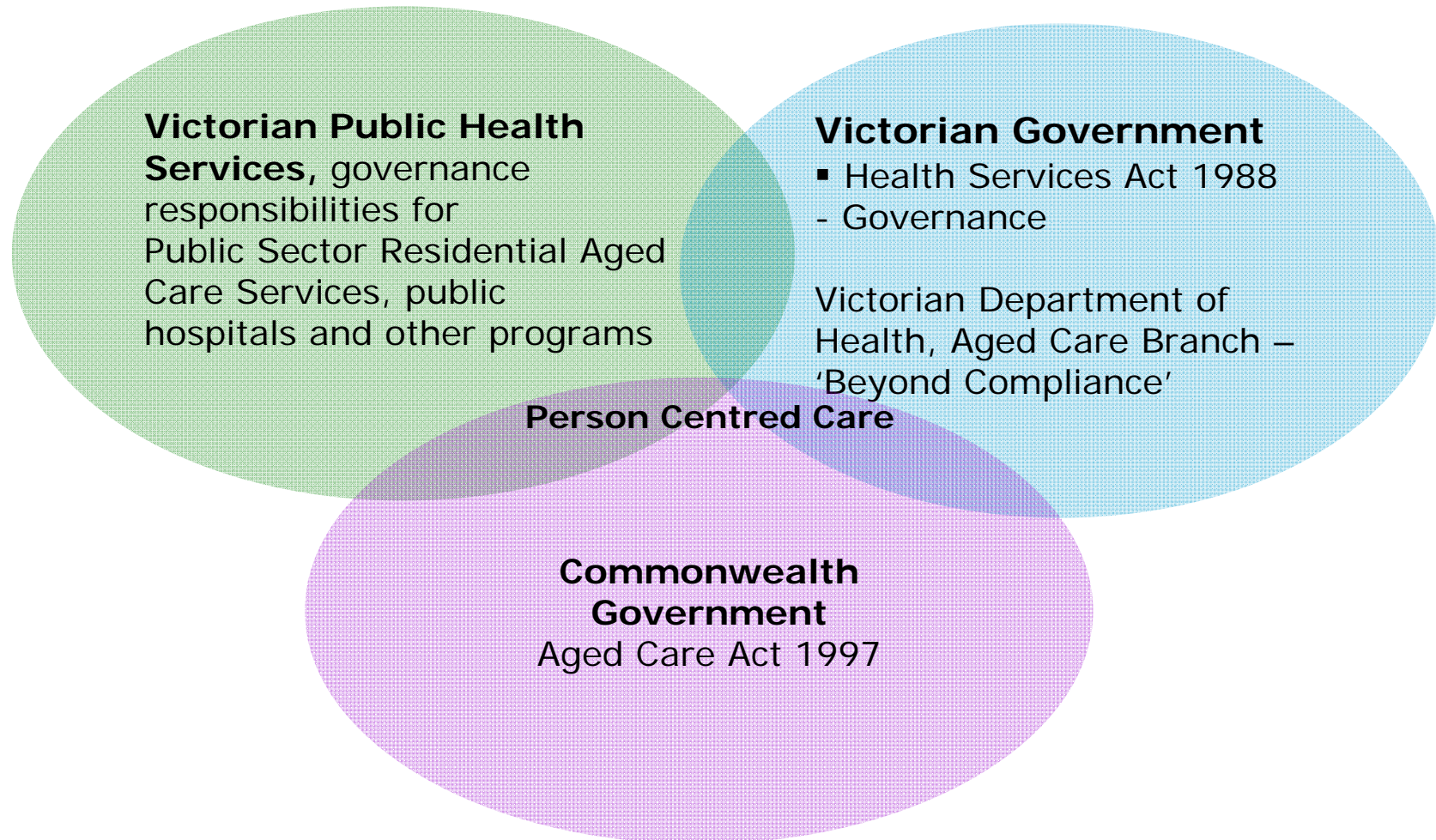
The changing environment

- Residents are older, frailer, sicker with increasing complexity of care needs
- *AIHW Residential Aged Care in Australia, June 2009*
 - over 55% residents aged >85 yrs
- *Report of Government Services, 2010*
 - over 70% residents requiring high level care;
 - of these 40% have complex health care needs
- Consumer and government demands for increased accountability for safe high quality care

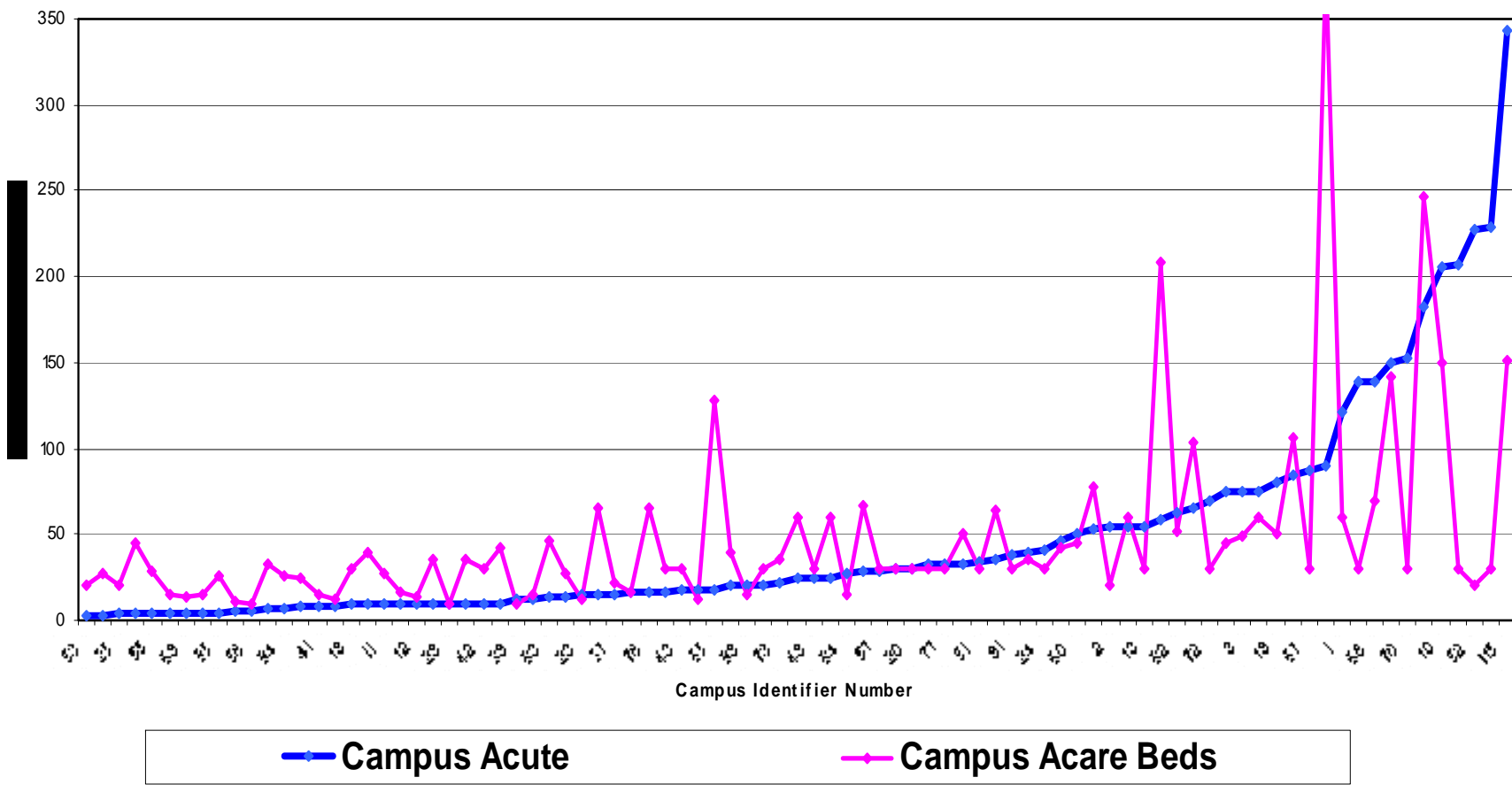
Victorian public sector residential aged care

- The Victorian State Government has over 6,400 places in almost 200 facilities
- 14% of Victorian residential aged care places and 23% of all services
- Majority governed by health services which also operate acute care services and other programs
- 80% health services operating RACS located in regional and rural areas

PSRACS – governance environment



Campuses with both Acute and Aged Care Places – Rural Victoria



Safety and quality in health care

1995 Quality in Australian Health Care Study

- 14,000 admissions to 28 hospitals
- 16.6% associated with an adverse event
- 13.7% of these resulted in permanent disability and 4.89% in death
- 51% considered preventable

Similar findings in other countries?

NO comparable studies in aged care

Victorian clinical governance policy framework

Expectation that all health services will have a formal and effective clinical governance framework in operation

Clinical governance defined as:

'the system by which the governing body, managers, clinicians and staff share responsibility and accountability for the quality of care, continuously improving, minimizing risks, and fostering an environment of excellence in care for consumers/patients/residents'

Australian Council on Healthcare Standards (2004) as cited in **Victorian clinical governance policy framework** (DOH 2009)

Victorian clinical governance policy framework

4 Domains of quality and safety

- Consumer participation
- Clinical effectiveness
- An effective workforce; and
- Risk management

Within each domain there are a number of quality & safety management functions that require direction and oversight by governing bodies.

Under these domains all of the required principles of clinical governance should be addressed.

Clinical governance in residential aged care services

- Increased awareness of the critical importance of clinical governance across all health and aged care programs including residential services
- Most patient safety and quality research has been undertaken in acute - very little in Australia or overseas
- No accepted sector benchmarks, accreditation as a measure of quality in residential aged care

Beyond Compliance

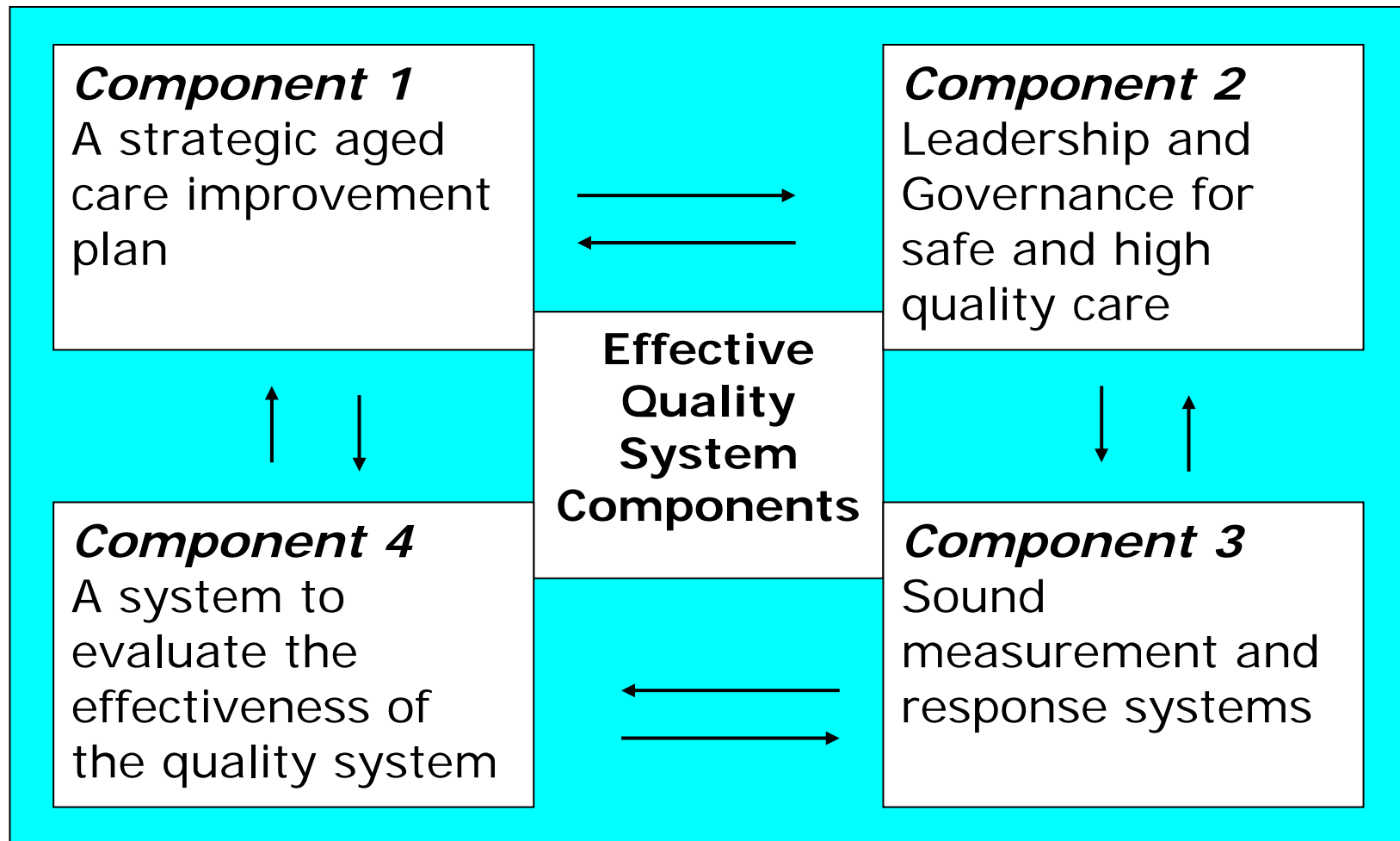
- Strategy for supporting safe, high quality care for residents within an integrated health service approach that is systematic, achievable and sustainable.
- Broadens quality approach beyond aged care accreditation standards
- Aligned with safety and quality concepts adopted in health care including clinical governance frameworks where applicable

Beyond Compliance

- supporting clinical governance

- Research clinical governance and effective quality systems, and discuss this in light of Victorian health services that operate PSRACS
- Strengthening Care Outcomes for Residents with Evidence (SCORE)
 - Understanding key clinical risks, developing standardised evidenced based care processes and the use of clinical audit
- Quality Indicators – improving care through measurement, monitoring and reporting
- Workforce

Components of effective quality systems



DRAFT - Victorian Government Department of Health

Strengthening Care Outcomes for Residents with Evidence (SCORE)

Aims

- identify areas of clinical risk in Victorian PSRACS
- develop evidence-based standardised care processes (SCPs) in ten of these identified clinical risk areas
- pilot these ten SCPs in six Victorian PSRACS
- evaluate the pilot
- consider broader statewide implementation of SCORE

SCORE

Definition

Clinical risk is where action or inaction on the part of the organisation results in a potential or actual adverse health impact on consumers of health care.

Legal opinion provided by Russell Kennedy Solicitors

Care issues for older people across care settings

Improving care Specific care issues for older people
Malnutrition
Functional mobility
Loss of skin integrity
Incontinence
Falls
Delirium & dementia
Medication
Maintaining self-care
Depression

SCORE 18 categories of clinical risk	
Abuse	Infections
Constipation	Medications
Delirium	Oral & dental
Diabetes management	Pain
Depression	Palliative care
Falls	Skin integrity
Functional decline	Sleep management
Hydration & Nutrition	Swallowing disorders
Incontinence	Unmet needs behaviours

COAG LSOP 10 domains affecting older people in hospital
Assessment
Skin integrity
Mobility
Nutrition
Delirium
Dementia
Depression
Medication
Continence
Person centred practice

Quality Indicators

Five quality indicators

- **Pressure Ulcers**
stages 1 – 4
- **Falls and related fractures**
- **Use of physical restraint**
- **Nine or more medicines**
- **Unplanned weight loss**

Rate based reporting

2004

- Identification of 23 indicators

2005

- Indicators piloted

2006

- 5 collected across PSRACS

2009

- Validation
- Reference ranges

Future

- Public reporting?

General findings and implications

- Applicable to the care of older people in all health and aged care settings
- Risk management model
 - unique to residential aged care
 - mitigates against adverse outcomes for frail older people
- Identifies
 - opportunities to move beyond an accreditation led culture of quality
 - it is often assumed, without supporting evidence, that the activities to achieve accreditation and improvements for residents are linked
 - key drivers and barriers to facilitating integrated quality systems
 - need for sustainability
- Supports boards and executives with their governance responsibilities for quality care to residents

Workshop Presenters

- Professor Joseph Ibrahim
 - Vulnerability of older people to clinical harm
- Patrick Ow – Risk management
- Dr Cathy Balding
 - Organisational Readiness:
Getting serious about getting started

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Key messages

Clinical governance is a critically important component of an overall organisational governance framework and must be inclusive of aged care in Victorian Health Services

Understanding, managing, measuring and reporting against key clinical risks is an essential component of a clinical governance framework

Applying a robust clinical governance framework supports quality of life for residents

Key messages

Older people are vulnerable
to clinical harm

Caring is not a substitute
for good risk management