

12 November 2020

Tri-Peaks webinar:

Implementing a quality & clinical
governance framework in a
community health service



Quality governance

Simone Corin

A/Deputy Secretary, Children Families Communities and Disability

12 November 2020

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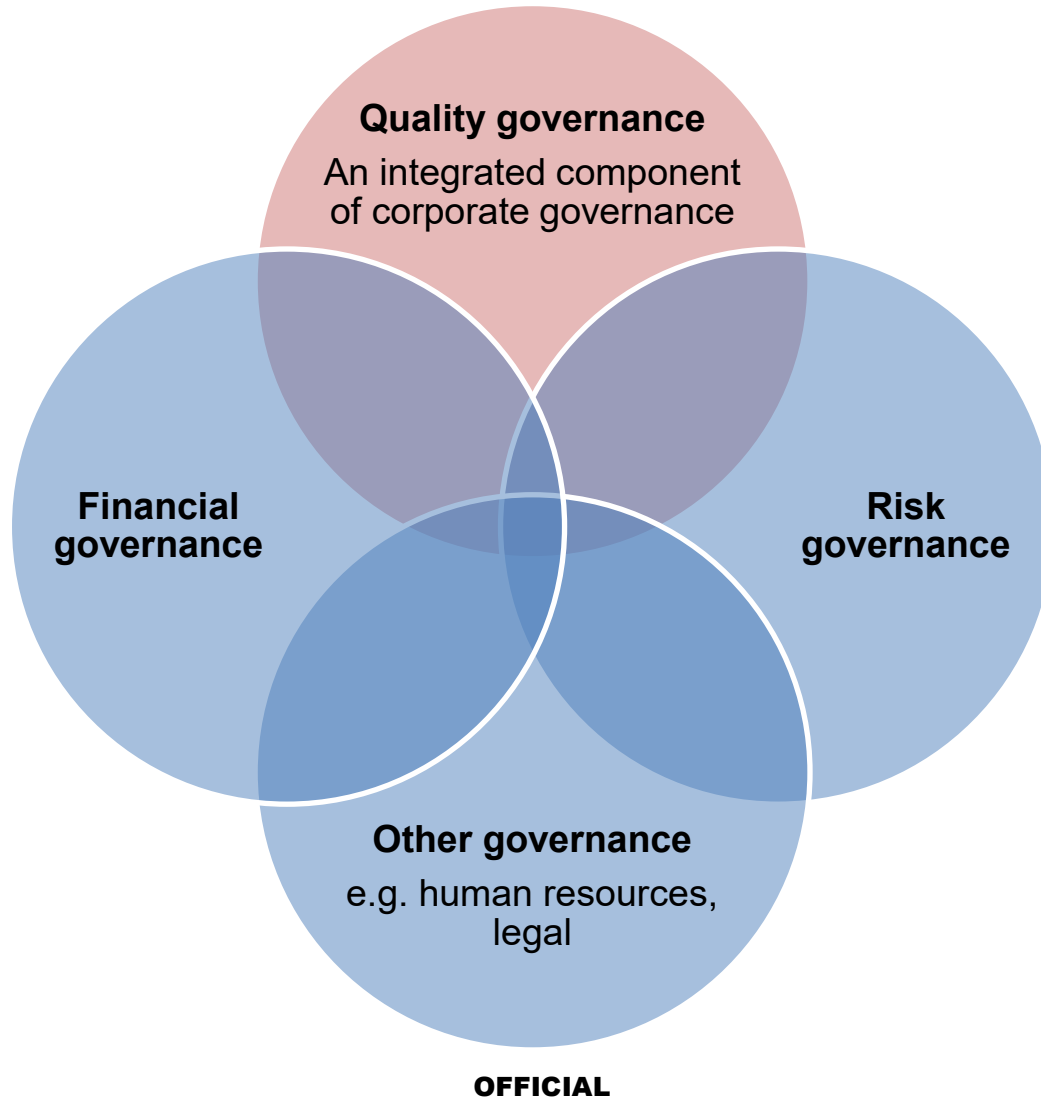
Health
and Human
Services



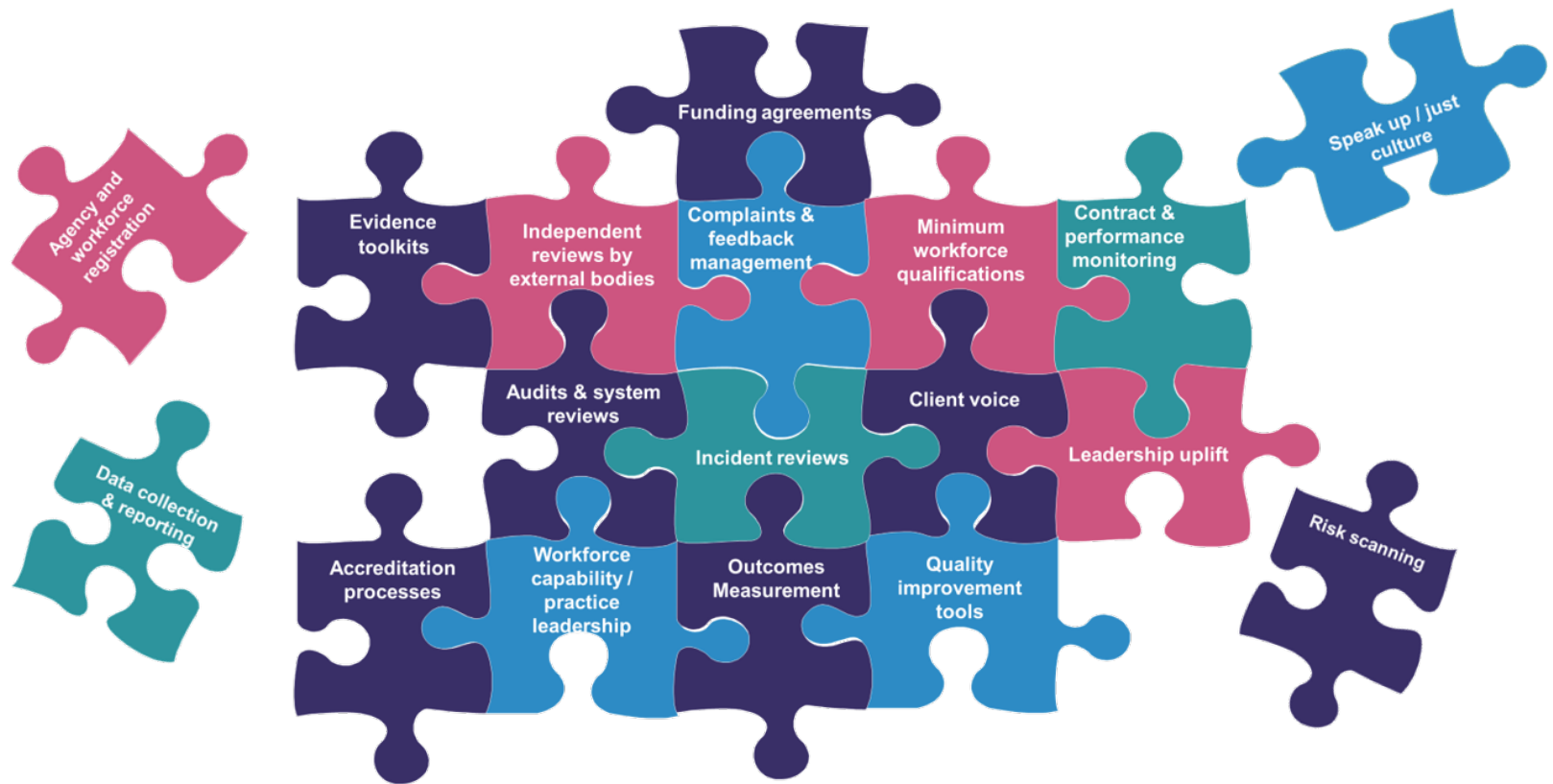
What is quality governance?

- Quality governance is the governance of services being delivered to clients.
- It is the integrated systems, processes, leadership and culture that are at the core of delivering quality community services, underpinned by continuous improvement.
- Effective quality governance is fundamental to consistently delivering safe, effective, connected and person-centred community services to everybody, every time.

Corporate governance

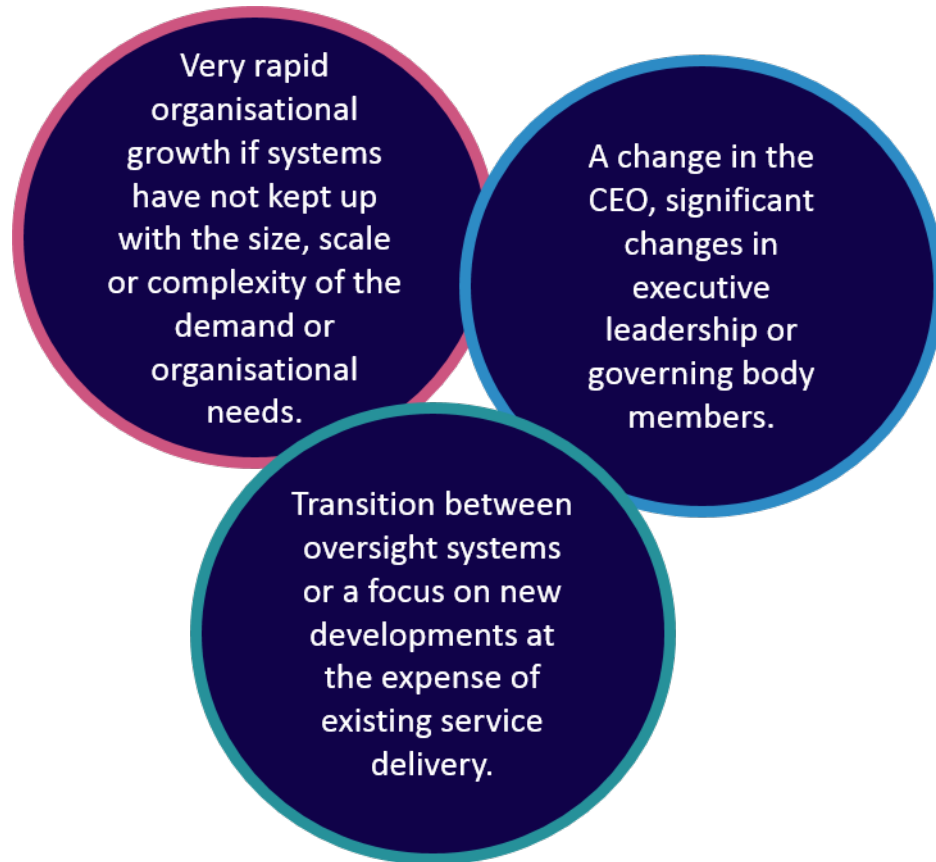


Why is quality governance important?



Why is quality governance important?

Effective quality governance may be at risk at times of:



How can effective quality governance be achieved?

Setting the vision

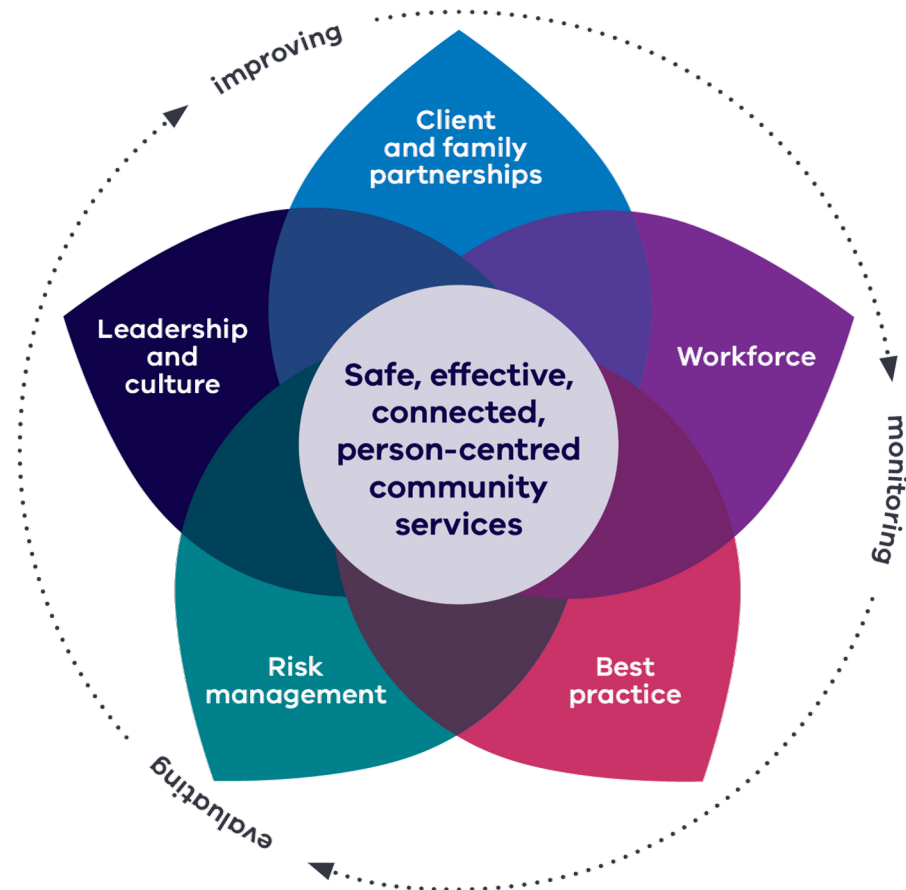
The Victorian [Community services quality governance framework](#) sets the vision for achieving safe, effective, connected and person-centred community services for everybody, every time.

It serves as a companion piece to Safer Care Victoria's *Delivering high-quality healthcare: Victoria's Clinical Governance Framework* as for some organisations, both frameworks may apply.



How can effective quality governance be achieved?

Setting the vision





Who is responsible for quality governance?

Everyone in a community services organisation has a role to play in achieving high quality services and outcomes for people who use their services. However, the board or committee of management has ultimate responsibility for the quality governance of the organisation.

The board must ensure that safety and quality are consistently and effectively monitored and that responses to safety and quality matters are prompt and appropriate.

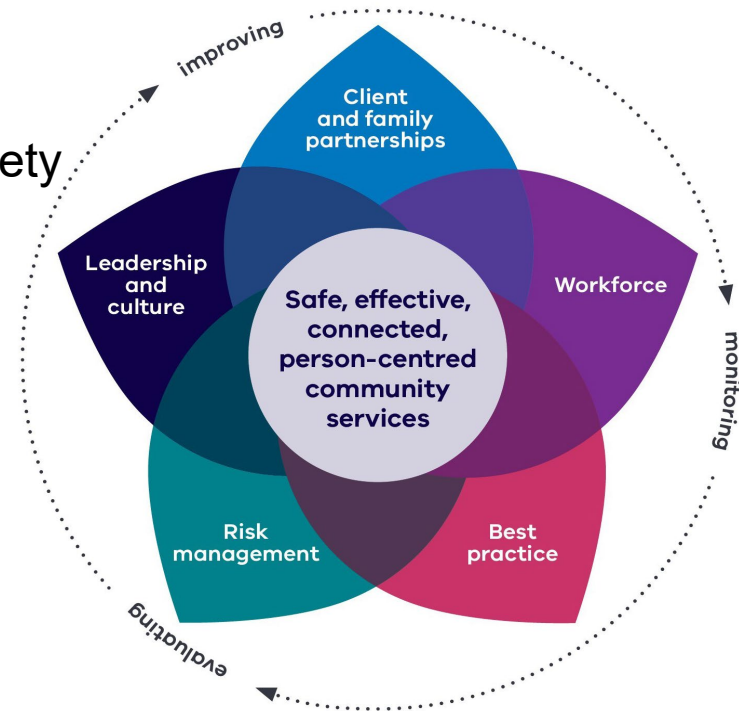
The board defines (with input from management, staff and clients) its expectations about the quality and safety performance of the organisation, and the quality and safety culture of the organisation that underpin it.

Client voice framework for community services

The Client voice framework for community services aims to promote the status and influence of the client voice in all aspects of community services design, delivery and development in order to improve safety, effectiveness and their experience.

Principles:

- The client voice is essential for quality and safety
- Clients have expertise
- The client voice is part of everyone's role
- There are many client voices
- The client voice leads to action





Building quality governance capability

The Community Services Quality and Safety Office is working to build quality governance capability through development of:

- organisational quality governance maturity self-assessment tool
- Quality Governance Healthcheck (developed in partnership with VCOSS) for boards to self-assess their quality governance capability.
- A set of quality governance measures are being developed that could be applied broadly to provide insights into the quality of organisational governance.

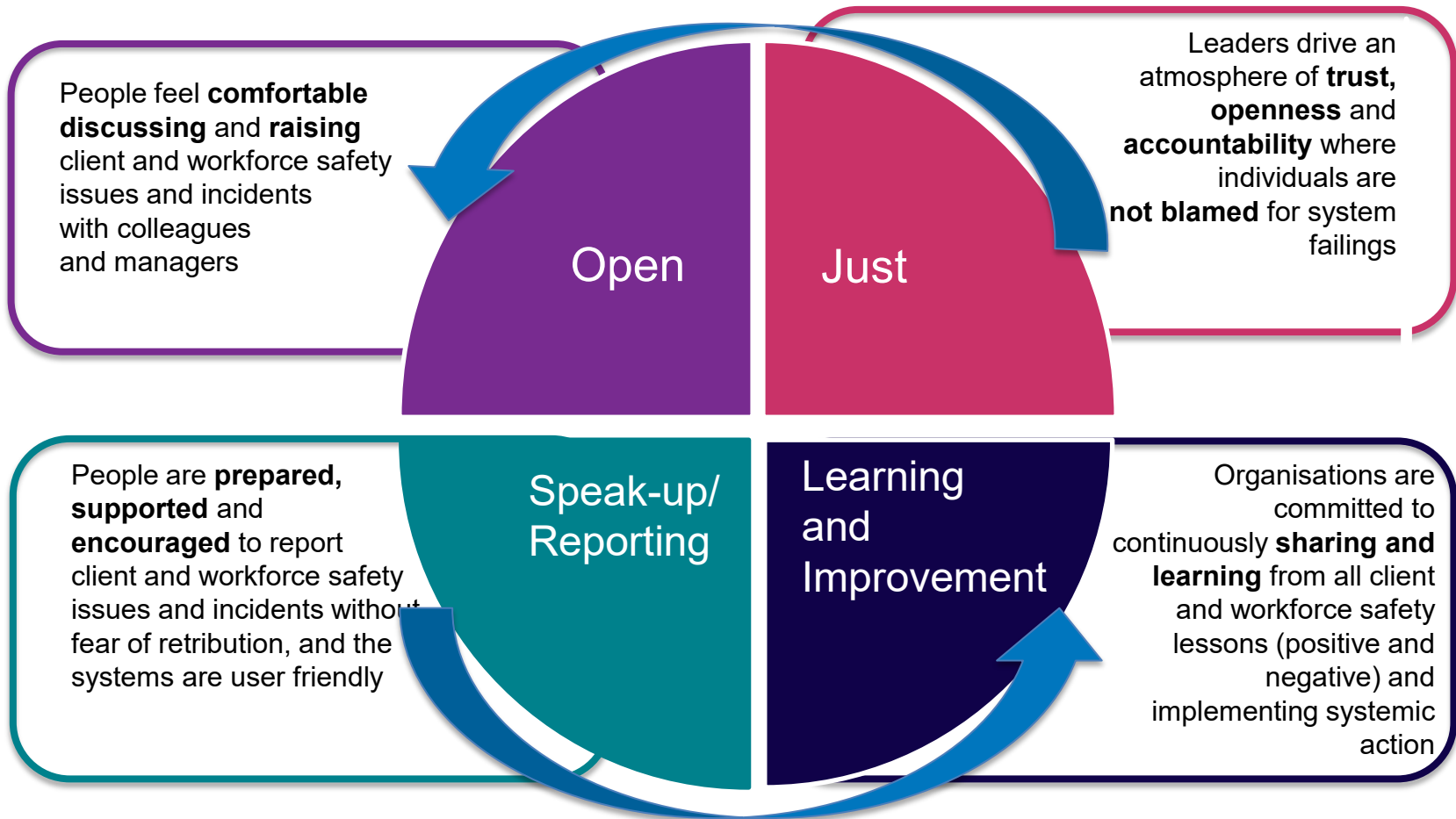
Other initiatives:

- Tri-Peaks Partnership between the Victorian Healthcare Association (VHA), Victorian Alcohol and Drug Association (VAADA), and Centre for Excellence in Child and Family Welfare (CECFW) aims to strengthen governance and leadership capability.

Just and learning culture:

A system where we learn from past experience and are able to identify and mitigate future harm

Organisational culture is both 'top down' and 'bottom up'



Seeking, hearing and acting on staff and client voice are critical at every step

Quality and clinical governance at LCHS

Focusing on our clients

Today's session

1. In the beginning
2. The shift
3. Our quality and clinical governance framework
4. What's ahead of us
5. Our learnings

In the beginning

- Searching for direction
- Focused on compliance



What we did

- Aligned terms of reference and agenda to the framework
- Updated policies/procedures to reference the framework
- Communicated with managers about the framework
- All done!

Not really.

How do we measure our quality and clinical governance performance?

Searching for benchmarks

- **Hospitals**
 - Falls
 - Medication management
 - Incidents
 - Complaints
- **Community health**
 - Not much

Pivotal moment

Question: Where do I find community health benchmarks?

Answer: Set your own.

*Lesson 1: **Be confident enough to set your own goals***

Shift in focus



Looking
outward
(clients)

Compliance vs clients

- Legislation
- Standards and regulations
- Funding bodies expectations
- For the community
- For the community
- For the community

Lesson 2: Compliance = clients

Our framework



External influences

Community expectations

Legislative changes

Regulatory standards, regulatory bodies and accreditation

Funding bodies





Clinical governance at LCHS

The systems, processes, leadership and culture that support us to deliver safe, effective and person-centred services.



Quality at LCHS

Doing the right things for the right people, at the right time, in the right way, and always looking for ways to improve

How do we know we're providing a quality and safe service to our clients?
OK, but how do we measure our performance?

Lesson 3: Our language matters



Our quality and safety indicators

Indicator	Quality and safety goal	Potential client impact	Tool	Source	Measure	Action
Incident resolution timelines	We prioritise the safety of our clients, staff and the community	Effective resolution of incidents improve quality and safety outcomes to clients in the future	Incident report	VHIMS export	Incidents resolved within 30 days	



Lesson 4: Start with what's in front of you

What we do now

Aligned terms of reference and agenda *to the framework* our clients

Annual Plan

- Clinical indicator
- Complaints and compliments
- Client experience reviews
- People & culture report



What we do now

- Updating policies/procedures *to ~~reference the framework~~ focus on our clients*
- Communicate with managers *about ~~the framework~~ how we impact our clients*
- Measured our performance against KPIs (of course we still do this) *AND we now measure the quality and safety of our services*

All done!

Not really.

What will the future bring?

1. Client needs, expectations and choice drive our practice
2. Reform
3. KPIs relate to client outcomes



Lessons we have learnt

1. Be confident enough to set your own goals
2. Compliance equals clients
3. Our language matters
4. Start with what's in front of you
5. If you have to force it, it's not right