

Life Choice is committed to developing and implementing operational governance framework that ensures the provision of safe, effective, high quality, consistent and participant-centred operational support for participants.

Life Choice will strive to include participants, workers, operational review, training, risk management, workforce management and continuous improvement in its operational governance framework. The purpose of this policy is to ensure that everyone is accountable to participants and the community for delivering good operational outcomes and meeting operational indicators.

In order to achieve the goal of providing safe and high-quality, person-centred support, Life Choice's Operational Governance Policy includes the following **key components**:

1. **Governance, Leadership and Culture**
2. **Partnering with participants**
3. **Roles and responsibilities**
4. **Operational performance and effectiveness**
5. **Safe service environment for the delivery of support**
6. **Patient safety and quality improvement systems**
7. **Monitoring, reporting and respond to performance**

Record of policy development

Version	Date approved	Date for review
2020/2	September 2022	September 2024

Responsibilities and delegations

This policy applies to	All staff
Policy approval	Board of Directors

Policy context – this policy relates to:

Standards	National Safety and Quality Health Service (NSQHS) Standards
Legislation	<i>Health Administration Act 1982 (NSW)</i> <i>Health Administration Regulation 2015 (NSW)</i>
Organisation policies	Life Choice Charter Risk Management Quality Management & Continuous Improvement Incident Management & Procedures Open Disclosure

	Feedback & Complaints Infection Prevention & Control Eliminating Restrictive Practises
Forms, record keeping, other documents	Risk Register Complaints and Feedback Register Quality Improvement Register Compliance Register Incidents register

Definitions

Operational governance: is the set of relationships established by a service organisation between its relevant stakeholders to ensure the best possible operational outcomes.

Risk management: is the development and implementation of a program which makes every attempt to identify and mitigate potential risks to workers and participants.

Quality improvement: is the collaborative efforts of the Board, all workers and participants to strive for continuous improvements to achieve better outcomes and the highest possible standard of support.

Procedures

Communication of this policy

The Chief Executive Officer (CEO) is responsible for ensuring that members of the operational workforce understand the organisation's approach to, as well as their own responsibility for, delivering safe and high quality support.

1. Governance, Leadership and Culture

Life Choice understands the importance of workplace culture in ensuring participants receive safe and high-quality support. We will endeavour to create an organisational culture with:

- Strong and effective strategic and cultural leadership of operational services;
- Clear responsibilities for managing safety and quality of support;
- Reliable monitoring and recording systems to ensure delivery of support is effective;
- Data and information that are used to monitor and report on performance; and
- Systems in place for identifying and managing operational risk.

2. Partnering with participants

Participant partnerships will be promoted across Life Choice in planning, policy development, guidelines, training and support delivery.

Systems are in place to ensure that:

- Delivering participant-centred support is a key priority;
- Participants are encouraged to give feedback on the support they receive;
- All workers within the organisational system establish respectful and transparent lines of communication with participants;
- Participants are provided with information on their services to allow them to make informed decisions on their support;

- The diverse needs, including communication needs, of participants and the community are met;
- Participants dignity, choice and privacy is respected;
- Feedback on operational support from participants is acted upon to make improvements;
- The rights and responsibilities of participants are respected and promoted, and
- Participant complaints are responded to in a timely way and competently, and are used to improve support and services.

3. Roles and Responsibilities

Life Choice's Board of Directors will:

- Be held accountable for the quality and safety of support provided by Life Choice;
- Foster an organisational culture of safety and quality, and satisfy itself that this culture exists within the organisation;
- Lead an organisational culture that encourages open and transparent communication, and makes these organisational values known to the workforce;
- Ensure the organisation has clear strategic direction, policies and procedures which promote safety and quality support;
- Ensure the Board has access to the necessary training, skills and resources required to undertake its duties and promote safety and quality support;
- Delegate responsibility to senior executives and managers to implement operational governance arrangements and provision of safe and quality operational support;
- Understand and mitigate any potential risks to safety and quality support; and
- Actively monitor and evaluate the organisational culture and identifies areas of improvements.

Life Choice's CEO will:

- Assist in the delivery of the Board strategic direction and vision to provide quality support;
- Support the development of workers to become leaders in championing safe and quality support for all participants using services;
- Determine the best approach to planning, implementing, evaluating and improving operational quality and safety;
- Assist the Board with monitoring by ensuring accurate reporting and analysis occurs regularly;
- Ensure adequate resources are directed towards delivering consistently safe, quality support;
- Be aware of key areas of potential risk and act responsibly when the safety of a participant or worker is compromised; and
- Determine the effectiveness of operational governance systems through continuous evaluation.
- Developing an operational policy and procedures framework which addresses:
 - Risk management
 - Quality improvement
 - Incident management
 - Open disclosure
 - Feedback and complaints

Leaders/managers are responsible for:

- Supporting workers through a culture of safety, respect, transparency, accountability, teamwork and collaboration;
- Developing effective working partnerships with other service organisations, support groups and participants;
- Ensuring support is provided in line with evidence-based best practice, organisational policies and legislation;
- Providing useful performance data and feedback to workers;

- Identifying and mitigating areas of potential risk, and reporting to the CEO any incidents where safety has been compromised; and
- Ensuring staff understand their roles and responsibilities and are held accountable for the support they provide.

All workers/staff are responsible for:

- Providing the highest quality of support possible within the parameters of the operational governance framework;
- Providing feedback if they are harbouring concerns over anything related to support and the delivery of safe services;
- Educating themselves and frequently refining their skills to ensure they are providing the best support possible;
- Complying with relevant support standards, protocols and procedures; and
- Contributing to an organisational culture of delivering high-quality support, safety, teamwork, collaboration and transparency.

Participants should:

- Participate in their own support to the extent that they wish;
- Participate in all aspects of quality and safety improvement;
- Provide feedback to drive organisational change.

4. Operational performance and effectiveness

Life Choice is committed to providing a physically and emotionally safe workplace. Staff at all levels of the organisation will undergo training and receive information on improvement tools and methods. Human resources will ensure staff feel supported to develop and consolidate their skills.

Life Choice will strive to provide a physically and psychologically safe workplace by ensuring:

- Procedures are in place to ensure suitable workers are hired based on their qualification and prior experience, to deliver the highest standard of participant-centred support;
- Procedures are in place to ensure employed and contracted health practitioners are registered by using the Australian Health Practitioner Regulation Agency of Register Practitioners;
- Procedures are in place to foster a safe, respectful and collaborative working environment;
- Workers are clear on their responsibilities and workplace expectations, and are held accountable for meeting these performance expectations;
- Where relevant, visiting health practitioners are informed of the protocols and procedures on the provision of operational support, including communication processes;
- Workers strive to improve their own practice and organisational processes through continuous learning; and
- An effective complaints management system is in place and regularly reviewed.

5. Safe service environment for the delivery of support (risk management)

Life Choice will ensure safety and quality improvement systems are central to creating a safe working environment and support workers to deliver the highest standard of safe and quality support for participants.

Life Choice will create a safe service environment for the delivery of support by:

- Implementing effective quality improvement processes;
- Identifying opportunities to improve the safety and quality of the working environment;
- Ensuring appropriate resources, facilities, staff, training tools and equipment are available to satisfy the highest standard of support delivery; and

- Minimising the risk of infection.
- Minimising the use of restraint.

6. Participant safety and quality improvement systems

To strive for the highest level of support, Life Choice will ensure that:

- All support is evidence-based;
- Workers endeavour to inform participants on the support they receive, and are transparent and open in their communication;
- Workers receive the support they need to work safely and effectively, through training, skills and technology;
- Workers strive to improve their peers' and their own operational support and actively participate in the review of operational systems and processes;
- Structured processes are in place when participants are transferred to or from external support providers;
- External practitioners and support organisations from which participants regularly receive support are assessed and where appropriate, formal relationships are established.
- Data is collected on operational support to ensure that there is organisational accountability and continuous improvement; and
- When new procedures and methods are introduced, they are safeguarded and potential risks are managed.

Life Choice will implement an effective risk management system which:

- Identifies and documents organisational risk in an effective risk register (see Risk Register Template);
- Uses data collection to support risk assessments;
- Acts to reduce risks by ensuring operational incidents are investigated and reported to address root causes;
- Reviews and attempts to improve the effectiveness of the risk management system;
- Reports on risks to the workforce and participants;
- Plans for, and manages, internal and external emergencies and disasters; and
- Complies with and adheres to risk-related legislation and relevant national standards.

7. Monitoring, reporting and respond to performance

The CEO is responsible for monitoring and reporting on the outcomes and performance of the operational governance framework.

Life Choice will use participant feedback mechanisms, evidence-based data on participant outcomes, staff feedback and quality improvement systems to measure operational quality and safety performance. Refer to [BNG Template: Participant Feedback Planner and Template: Staff Workplace Survey].

Evidence-based data will include data collated based on the following:

- Medication-related incidents
- Pressure injuries
- Use of restraint
- Use of restrictive practice

Reports will be collated every 3 months based on this data and feedback and will be used to inform, review and improve the organisation's operational governance and operational risk systems. The operational governance review process will identify opportunities for improvement, trends, emerging issues and the impact of improvement actions.

Incidents which are classified high risk/critical and have significant consequences will be reported on using Life Choice's incident management procedures, to ensure that the causes of high risk/critical incidents are dealt with quickly to prevent recurrence.

Procedures for review of this policy

This policy will be reviewed and updated if necessary biannually, by the CEO and any changes made will be approved by the Board

End of document
