NEW AGE DENTAL

CLINICAL GOVERNANCE FRAMEWORK

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Reviewed by: CEO
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Table of Contents

1   Clinical Governance Framework

1.1   Organisational governance of health service organisations:

Clinical governance is an integrated component of corporate governance at New Age Dental.

1.1.1   Key concepts:

The New Age Dental Executive Committee understands the concepts and practices of corporate governance, which is recognised as a responsibility of governing bodies, and is distinguished from responsibility for management and service delivery.

Clinical governance is best understood as founded in, and consistent with, broader concepts of corporate or organisational governance.

1.1.2   Responsibilities of governing bodies for corporate governance:

Good governance is the responsibility of the Executive Committee. As part of this clinical governance framework the Executive Committee will:

- Set the strategic and policy framework;
- Delegate responsibility for operating the organisation to the chief Executive Committee officer; who, in turn, delegates specific responsibilities to members of the workforce;
- Supervises the performance of the Chief Executive Committee office;
- Monitors the performance of the organisation and ensures that there is a focus on continuous quality improvement.

Figure 1: Role and functions of governing bodies in governance
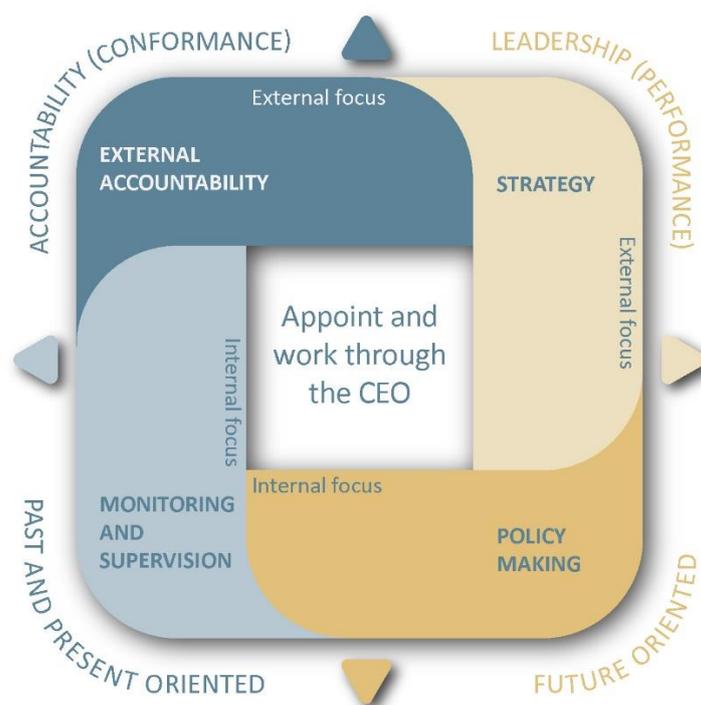
1.2 Clinical governance and the National Model Clinical Governance Framework:

This section describes how clinical governance is an integrated component of broader corporate governance and sets out the key elements of the Clinical Governance Framework, based on the NSQHS Standards (2nd ed.) (NSQHS) and the Victoria Clinical Governance Framework, June 2017 (VCGF).

1.2.1 Clinical governance as a component organisational governance:

The Executive Committee ensures that clinical governance is an integrated element of its overall responsibility and accountability to govern the organisation.

As a component of broader systems for corporate governance, clinical governance involves a complex set of leadership behaviours, policies, procedures, and monitoring and improvement mechanisms that are directed towards ensuring good clinical outcomes.

Figure 2: Corporate governance responsibilities

The Executive Committee recognises the importance of the following:
- Clinical governance is of equivalent importance to financial, risk and other business governance;
- Decisions about other aspects of corporate governance can have a direct effect on the safety and quality of care, and decisions about clinical care can have a direct effect on other aspects of corporate governance, such as financial performance and risk management;
- Governing bodies are ultimately responsible for good corporate (including clinical) governance;
- Governing bodies cannot govern clinical services well without the deep engagement of skilled clinicians working at all levels of the organisation;
- Clinicians, managers and members of governing bodies have individual and collective responsibilities for ensuring the safety and quality of clinical care; as well as being reflected in the NSQHS Standards and VCGF, many of these responsibilities are specified in relevant professional codes of conduct;

- There is a reliance on well-designed systems that deliver, monitor and account for the safety and quality of patient care.

1.2.2 Components of the Clinical Governance Framework:

The Clinical Governance Framework is based on the NSQHS – in particular, the Clinical Governance Standard and the Partnering with Consumers Standard. Additionally, this Clinical Governance Framework has been mapped and adapted to align with guidance provided by the VCGF.

The Executive Committee will ensure that this framework is:
- Fully integrated within overall corporate governance systems;
- Underpinned by robust safety and quality management systems;
- Maintain and improve the reliability, safety and quality of health care;
- Improve health outcomes for patients.

The components of this Clinical Governance Framework are:
- **Governance, leadership and culture** – integrated corporate and clinical governance systems are established, and used to improve the safety and quality of health care for patients;
- **Patient safety and quality improvement systems** – safety and quality systems are integrated with governance processes to actively manage and improve the safety and quality of health care for patients;
- **Clinical performance and effectiveness** – the workforce has the right qualifications, skills and supervision to provide safe, high-quality health care to patients;
- **Safe environment for the delivery of care** – the environment promotes safe and high-quality health care for patients;
- **Partnering with consumers** – systems are designed and used to support patients, carers, families and consumers to be partners in healthcare planning, design, measurement and evaluation; elements of this component include:
  - clinical governance and quality improvement systems to support partnering with consumers;
  - partnering with patients in their own care;
  - health literacy;
  - partnering with consumers in organisational design and governance.

1.2.3 Importance of culture in clinical governance:

The organisation knowledge the importance of good culture and that it is an important part of clinical governance in ensuring that patients and consumers receive safe and high-quality care.

The Clinical Governance Framework will strive to support a work culture that has:

- Strong strategic and cultural leadership of clinical services, focusing on:
    - o effective planning to enable development and improvement opportunities to be captured;
    - o cultural leadership that requires, and gives priority to, safety and quality, and supports continuous improvement;
    - o allocating resources to support the delivery of high-quality care.
- Clear responsibilities for managing the safety and quality of care, and delegation of the necessary management authority for this purpose;
- Reliable processes for ensuring that systems for delivery of care are designed and performing well, and clinicians are fully engaged in the design, monitoring and development of these systems;
- Effective use of data and information to monitor and report on performance, through the health service organisation to the Executive Committee;
- Well-designed systems for identifying and managing clinical risk.

1.3 Roles and responsibilities for clinical governance:

Good clinical governance provides confidence to the community and everyone who works in a health service organisation that systems are in place to support the delivery of safe, high-quality health care. Within a well-governed healthcare organisation, everyone, including frontline clinicians, managers and the Executive Committee, is accountable for their contribution to the safety and quality of care delivered to patients. Broadly, these roles are as follows:

Patients and consumers

Patients and consumers participate as partners to the extent that they choose. These partnerships can be in their own care, and in organisational design and governance.

Medical Director

The Medical Director advises the Board and ensures clinicians practice with their scope of practice. The medical director also reviews and approves changes to scope of practice and requirements for new equipment.

Clinicians (Anaesthetists, Dentist, Dental Assistants)

Clinicians work within, and are supported by, well-designed clinical systems to deliver safe, high-quality clinical care. Clinicians are responsible for the safety and quality of their own professional practice, and professional codes of conduct include requirements that align with the Clinical Governance Framework.17

Director of Nursing

The Director of Nursing advises and informs the Executive Committee and operates clinical services of Nursing and Allied health staff within the strategic and policy parameters endorsed by the Executive Committee. They are primarily responsible for ensuring the systems that ensure the delivery of care is monitored and maintained according to the accreditation quality and standards.
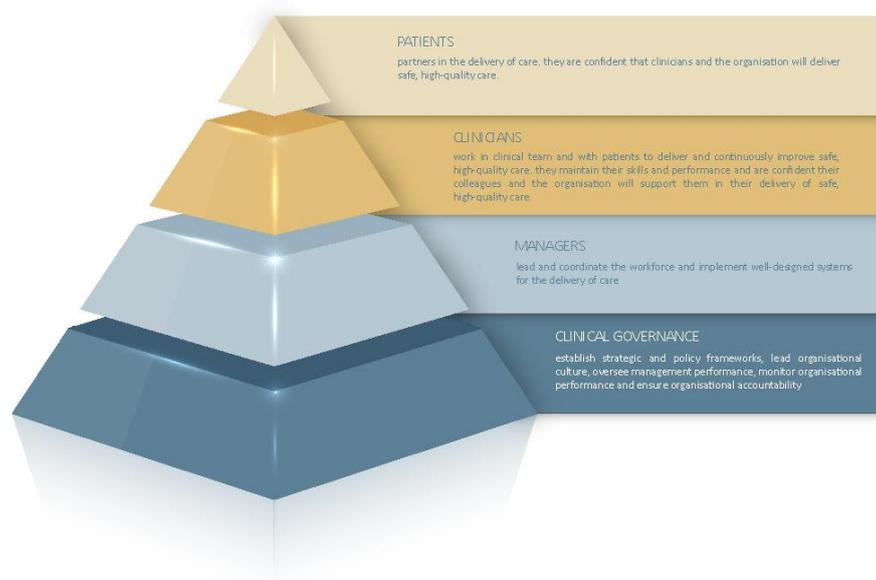
Chief Executive Officer

The Chief Executive Officer advises and informs the Executive Committee and operates the organisation within the strategic, financial and policy parameters endorsed by the Executive Committee. They are primarily responsible for ensuring that the business is strategically positioned, and systems support quality care and safety.

Practice Manager

The Practice Manager advises and informs the Executive Committee and operates the organisation within the strategic and policy parameters endorsed by the Executive Committee. They are primarily responsible for ensuring that the systems that support the delivery of care are well designed and perform well.

Executive Committee

The Executive Committee is ultimately responsible for ensuring that the organisation is run well and delivers safe, high-quality care. It does this by establishing a strong safety culture through an effective clinical governance system, satisfying itself that this system operates effectively, and ensuring that there is an ongoing focus on quality improvement.

PATIENTS
partners in the delivery of care. they are confident that clinicians and the organisation will deliver safe, high-quality care.

CLINICIANS
work in clinical team and with patients to deliver and continuously improve safe, high-quality care. they maintain their skills and performance and are confident their colleagues and the organisation will support them in their delivery of safe, high-quality care.

MANAGERS
lead and coordinate the workforce and implement well-designed systems for the delivery of care

CLINICAL GOVERNANCE
establish strategic and policy frameworks, lead organisational culture, oversee management performance, monitor organisational performance and ensure organisational accountability

Clinical Governance Framework — New Age Dental

1.3.1 Governance, leadership and culture

The roles and responsibilities for this component of the Clinical Governance Framework relate to the establishment of, and participation in, corporate and clinical governance systems.

1.3.2 Patient safety and quality improvement systems

Roles and responsibilities for this component of the Clinical Governance Framework relate to the various patient safety and quality processes that are part of effective clinical governance systems.

1.3.3 Clinical performance and effectiveness

Roles and responsibilities for this component of the Clinical Governance Framework relate to the processes that exist in effective clinical governance systems for ensuring that the workforce has the right qualifications, skills and supervision to deliver safe and high-quality care.

1.3.4 Safe environment for the delivery of care

Roles and responsibilities for this component of the Clinical Governance Framework relate to the creation of an environment that supports safety and quality.

1.3.5 Partnering with consumers

Roles and responsibilities for this component of the Clinical Governance Framework relate to the way in which patients and consumers are involved in partnerships in their own care, and in organisational design and governance.

1.4 Actions that evidence clinical governance.

Within the context of all of these standards, the Clinical Governance Framework comprises the Clinical Governance Standard and the Partnering with Consumers Standard taken from NSQHS and the actions required to demonstrate an effective clinical governance system that improves safety and quality of health care for patients. Additional indictors of an effective governance system have been drawn from the VCGF.

1.4.1 NSQHS Items & Actions that demonstrate effective clinical governance.

These required actions are broken down into the components of the clinical governance framework.

1.4.1.1 Governance, leadership and culture
Leaders at all levels in the organisation set up and use clinical governance systems to improve the safety and quality of health care for patients.

1.4.1.2 Patient safety and quality systems
Safety and quality systems are integrated with governance processes to enable organisations to actively manage and improve the safety and quality of health care for patients.

1.4.1.3 Clinical performance and effectiveness
The workforce has the right qualifications, skills and supervision to provide safe, high-quality health care to patients.

1.4.1.4 Safe environment for the delivery of care
The environment promotes safe and high-quality health care for patients.

1.4.1.5 Partnering with Consumers Standard
Effective partnerships exist when people are treated with dignity and respect, information is shared with them, and participation and collaboration in healthcare processes are encouraged and supported to the extent that people choose.

1.4.1.5.1 Clinical governance and quality improvement systems to support partnering with consumers
Systems are designed and used to support patients, carers, families and consumers to be partners in healthcare planning, design, measurement and evaluation.

1.4.1.5.2 Partnering with patients in their own care
Systems that are based on partnering with patients in their own care are used to support the delivery of care. Patients are partners in their own care to the extent that they choose.

1.4.1.5.3 Health Literacy
Health service organisations communicate with consumers in a way that supports effective partnerships.

1.4.1.5.4 Partnering with consumers in organisational design and governance
Consumers are partners in the design and governance of the organisation.

1.5 Evidencing good governance line-of-sight.

Evidence is collected in multifarious ways from across all aspects of the organisation. This evidence helps demonstrate that the clinical governance framework is effective and provides surety of safety and quality in services provided.

1.5.1 Related Procedures:

Procedures help ensure consistency in the carriage of safe and quality health services. Procedures are regularly reviewed for effectiveness and provide consistency of response.

1.5.2 Documents:

Plans, schedules, records and other documented pieces of evidence help demonstrate an effective clinical governance framework.

1.5.3 Training

Training ensures that all levels of the organisation understand their roles and responsibilities for ensuring safety and quality of service.

1.5.4 Training: For Clinicians who Supervise

Effective supervision practises supportive effective clinical governance. When supervision is sufficient, effective and well-practiced good clinical governance outcomes can be expected.

1.5.5 Committee and meeting records

Committees and meeting records are effective at demonstrating the use and applications of other procedures and practises that underpin good clinical governance. They evidence the principles of Plan, Do, Check, Act process.

1.6 Audit:

The audit process is the key surveillance tool of this clinical governance framework. Audit results proved snap-shot views of the effectiveness of the clinical governance processes. They evidence the principles of Plan, Do, Check, Act process.

1.6.1 Survey instruments, forms and tools used to conduct audits:

Audits uses many different tools and instruments, with each chosen for its suitability. This ensures consistency of application across different organisational domains.

1.6.1.1 Analysis of data collected - Audit:

Corrective actions and preventive actions result from data collected during internal and external audits. All processes underpinning this framework are audited on a regular basis.

1.6.1.2 Reports on audits conducted:

Audit reports are used to inform good clinical governance. Data is collected, compiled and provided in a dashboard format to people with clinical governance responsibilities.

1.6.1.3 Documents showing that audit results are benchmarked:

Audit data is compared with like services to ensure that services are at industry benchmarks. If services fall to meet this minimum stands the organisation will act to improve the outcome.

1.7 Communication with the workforce, health service organisation or highest level of governance:

When communication of safety and quality items is effective and inclusive, all levels of the organisation can more effectively meet their own safety and quality responsibilities.

1.7.1 Reports tabled at meetings

Reports are provided to all people with safety and quality responsibilities. These reports contain the information that help inform good clinical governance decisions.

1.7.2 Correspondence

Safety and quality information is made available to all people involved in or with the service.

1.8 Employment documents:

Employment information is an important way to ensure that people understand their safety and quality responsibilities.

1.9 Observations:

Observations are an important way of seeing a demonstration of how effective the clinical governance framework is.

1.10 Onsite resources:

The welcomeness of our venue is a direct influencer of how safe people feel when coming to a services.

The New Age Dental Clinical Governance Framework allows for all levels of governance to understand how New Age Dental delivers safe and high-quality healthcare.

We have considered within the development of our policies and procedures, the fundamentals of this framework ensuring accountabilities are documented and processes of reporting stated.

The reporting, review and communication of incidents, feedback, improvement and risk is strengthened through our quality manual, partnering with consumers strategy and our business continuity planning. New Age Dental ensures the incorporation of many areas of clinical governance to support our day to day function.

2   Organisational Chart

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                    ┌──────────────────────┐
                    │ Executive Committee  │
                    └──────────────────────┘
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                    ┌──────────────────────┐
                    │         CEO          │
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Practice Manager	DON	Medical Director	Accountant
Dental Aides	Anesthetic Nurses	Anesthetist	Consultants
Housekeeper /Cleaners		Clinicians	Quality Coordinator