Clinical Governance Framework

novita

Novita is one of South Australia's largest and most respected community-based disability service organisations supporting children, young people and adults. Founded in 1939, Novita supports people living with a disability through our four service pillars of Therapy, Accommodation, Community Programs, and Assistive Technology.

Our mission is to enable children, young people and adults living with disability and their families to participate in the community to their full potential.

Our vision to be Australia's leading provider of choice for innovative disability and community inclusion solutions is underpinned by our values; Integrity, Commitment, Accountability, Respect and Excellence.

Novita's commitment to high-quality, safe, effective and client-centred care is central to the organisation's clinical governance principles.

Clinical Governance

Clinical governance is the collective systems, processes and behaviours that enable the Novita Board, Executive, Management teams and care delivery staff to ensure safe, high-quality and client-centred services. This includes the culture in which the system operates, the processes through which risks are managed, incidents reported and feedback heard and acted upon in the pursuit of clinical excellence and continuous improvement.

Objectives of Clinical Governance

- We provide strong operational and clinical leadership and our teams are supported at all levels.

- Our senior leaders foster a positive culture of accountability and taking ownership of care outcomes by all staff.

- Our staff are supported to build skills relevant to their role to grow our organisation's capabilities.

- Our organisational systems and culture are designed to promote good clinical practice and care.

- We use accurate performance data and recognised improvement methodologies to monitor, evaluate and improve clinical care and services.

- We have a clear plan for improving care.

- Reporting of errors, near misses and incidents is encouraged as part of a culture to learn from mistakes and prevent future occurrence.

- Input and feedback from our clients helps shape care design and delivery to achieve service excellence.

The Novita Clinical Governance Model

The Novita Clinical Governance model is based on five key domains, critical to achieving our strategic objectives. Novita services are highly diverse, spanning therapy, community programs, accommodation supports, and assistive technology in urban and regional environments. The Clinical Governance Framework seeks to apply a quality and safety lens across all services in all settings.

The Framework is centred on the following domains:
- Client-centred leadership.
- Services that are safe and effective.
- People that are capable of delivering high-quality services.
- A culture of safety where key risks are managed.
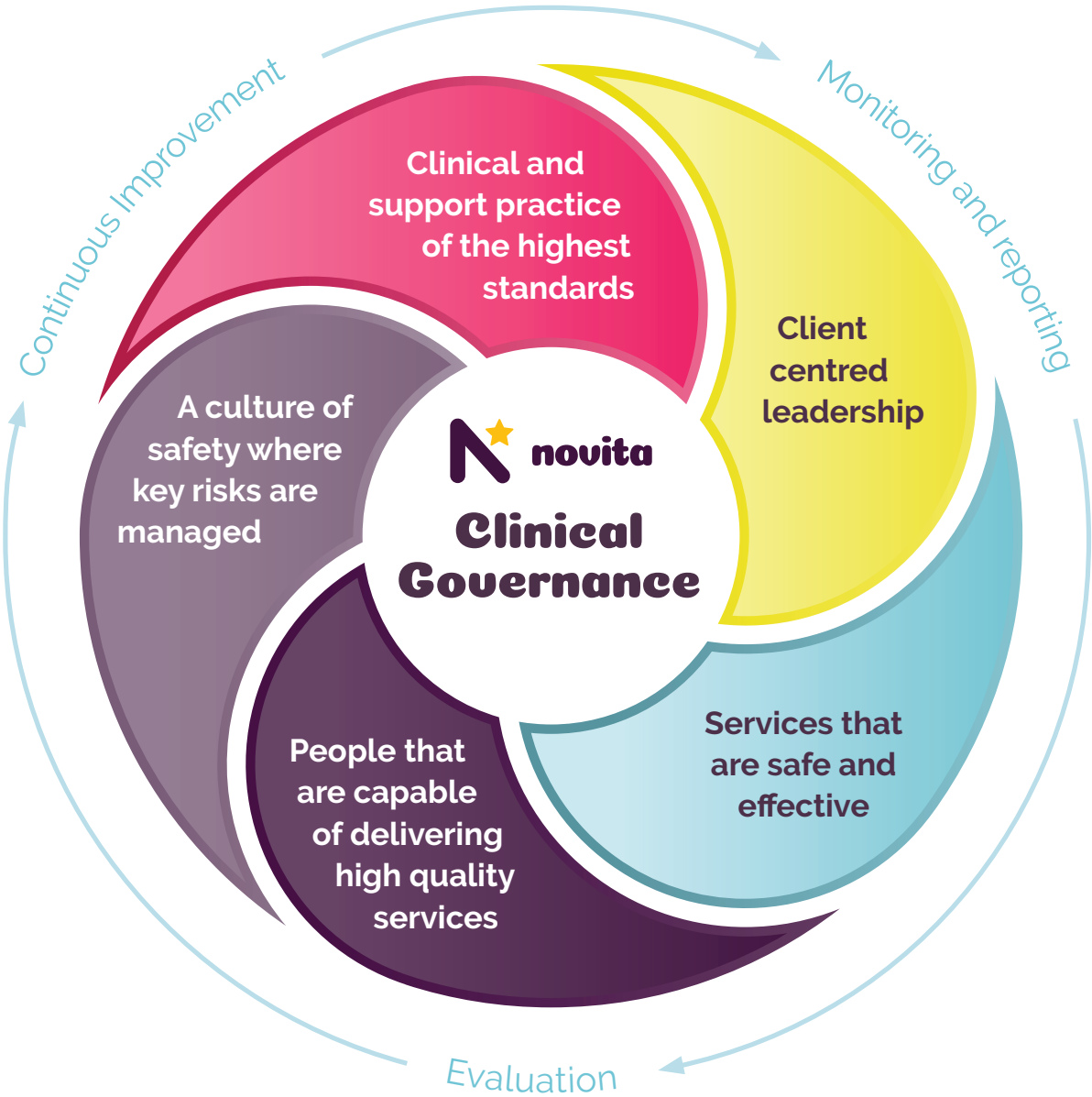- Clinical and support practice of the highest standards.

Figure 1: Novita Clinical Governance Domains

| Domain	Elements
1 **Client-centred leadership**	• Partnering with clients, family and carers in care planning and service delivery. • Reviewing our service delivery with our clients and adjusting goals accordingly. • Making additional arrangements to accommodate clients that have high and complex needs where required. • Accepting the dignity of risk associated with a client's right to make their own choices and that they are fully supported and aware of the risks associated with their decisions. • Communicating and consulting with clients in a way they understand. • Meeting the needs, goals and preferences of individual clients wherever possible. • Ensuring that the cultural backgrounds and diversity of our clients is respected and valued. • Demonstrating commitment to reconciliation action with Aboriginal and Torres Strait Islander peoples. • Making our information as accessible as possible. • Actively seeking client feedback and using this to improve services. • Analysing and using client feedback for improvement. • Identifying measures to assess the quality and safety of clinical care experienced by clients.
2 **Services that are safe and effective**	• Measurement of client outcomes and use of client stories for improvement. • Risk management. • Audit and assurance. • Incident management systems and open disclosure processes. • Policies and procedures reflect evidence-based best practice. • Information management (health records).
3 **People that are capable of delivering high-quality services**	• Ensuring staff duties and responsibilities are clearly outlined in their position descriptions. • The effective recruitment and orientation of new staff. • Providing mandatory training to all staff including renewing this training at regular intervals. • Ensuring all staff are aware of their responsibilities under the Code of Conduct. • Ensuring that staff have access to, and understand organisational policies, procedures and work instructions. • Providing client specific training where necessary, including on-the-ground support for complex cases. • Investing in ongoing professional development for all staff. • Providing technology and equipment for all staff to complete their duties efficiently. • Performance monitoring and management for all staff.
4 **A culture of safety where key risks are managed**	• Development, communication and implementation of organisational strategy. • Leadership behaviours that model and promote the values of the organisation. • Active engagement of leadership in clinical governance and improvement. • A culture of transparency and open reporting of incidents, feedback and complaints. • Planned actions to improve care. • Planning and resource allocation that prioritises safety and quality of care. • Systems, processes and reporting that are accessible to all staff. • Safeguarding strategy for prevention of vulnerable clients. • Regulatory and legislative compliance.
5 **Clinical and support practice of the highest standards**	• Ensuring that staff are credentialed and registered to provide services within their scope of practice. • Implementing clinical and practice competency frameworks across the organisation to ensure consistency and best practice. • Ensuring clinical and health procedures are documented, understood and followed by all staff. • Ensuring staff work within their scope of practice. • Ensuring high-quality intake and assessment of new clients prior to the commencement of service delivery. • Regular completion of client and activity risk assessments to safeguard clients and staff. • Recognition and delivery of current best practice approaches.

Clinical Governance Structure
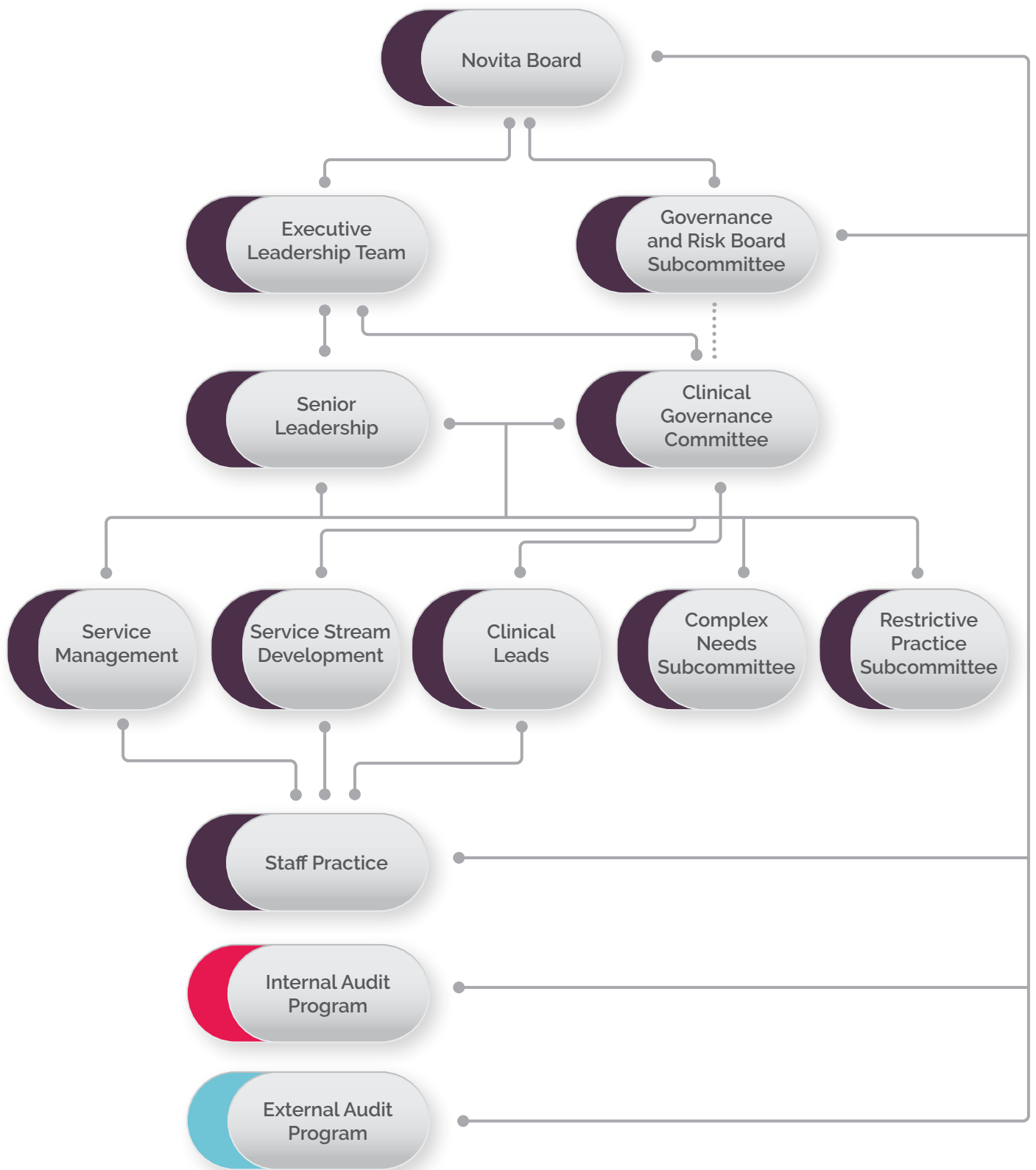
Figure 2: Clinical Governance Structure

Novita Board

Clinical governance is the collective systems, processes and behaviours that enable the Novita Board, Executive, Management teams and care delivery staff to ensure safe, high-quality and client-centred services. This includes the culture in which the system operates, the processes through which risks are managed, incidents reported and feedback heard and acted upon in the pursuit of clinical excellence and continuous improvement.

Governance and Risk Board Subcommittee

The Governance and Risk Board Subcommittee (G&RC) has a specific focus and oversight over risk management at a strategic level, clinical governance systems across the organisation and risk management across Novita. This committee maintains close oversight of Novita's strategic risk register and periodically reviews the mitigation and control strategies in place.

Executive Leadership Team

The Executive Leadership Team (ELT) is responsible for the organisation's day-to-day operations, the delivery of safe, client-centred services, and the organisation-wide management of risks. They are supported through the management structure by the Senior Management Team of Operations.

- The Chief Operating Officer is the Executive Sponsor of the Clinical Governance Framework and plays a key role for implementing the Clinical Governance Framework across the organisation.

- The Chief People Officer is the Executive with oversight for the organisation's learning and development function and the quality, risk and compliance functions including internal and external audits and reporting.

Clinical Governance Committee

The Clinical Governance Committee has broad representation from across the organisation. It plays a vital role in overseeing matters relating to the quality and safety of care in all service areas. The Clinical Governance Committee reports to the Executive and Governance and Risk Board Subcommittee. In addition, clinical governance is a standing item at all Board Meetings.

- Operational management, service stream leadership and clinical leadership from across the business feed into the Clinical Governance Committee.

- A 'complex care review subcommittee' exists to facilitate expert multi-disciplinary reviews of clients with complex care needs.

- A 'restrictive practice oversight' subcommittee provides additional oversight of positive behaviour support plans and the implementation of restrictive practices across the organisation.

Staff Practice

All staff have an obligation to identify potential risks, report incidents and contribute to continuous improvement of Novita services. Staff feedback is encouraged and escalated via the line management structure.

Internal Audit Program

Novita's internal audit program assists Novita management in maintaining quality control, identifying inconsistencies in practice, and highlighting any areas requiring increased investment.

External Audit Program

Novita engages in multiple external audits, including the NDIS Practice Standards, ISO 9001 and regular NDIS billing audits. These audits allow for the external evaluation of Novita's activities and practices against standards.

Roles and Responsibilities

Client-centred leadership

Board	Executive Leadership Team	Senior Management Staff	Clinical Staff	Support Staff
Establish an organisational culture and strategy in which client partnerships are a top priority. Periodically review client feedback and stories with regards to their experience of Novita services. .	Provide leadership to ensure partnering with clients to achieve their goals. Define organisational policies on partnering with clients. Monitor processes for partnering and receiving feedback. Obtain and review client feedback to develop and improve services. Implement systems for feedback, complaints and compliments to be captured and responded to in a timely way. Humanise consumer feedback by using client and staff stories, both positive and negative, with a view to learn and improve (or recognise and celebrate) care.	Implement policies and procedures for partnering with clients. Monitor the delivery of services at a divisional level to ensure clients are fully engaged in their care and services. Create opportunities for client involvement in relevant operational activities, including client meetings or stakeholder reference groups. Collect and review client experience information as part of quality improvement processes and identify trends for reporting through the management and clinical governance structures. Identify training requirements for partnering with clients Establish relationships with clients and act to resolve issues promptly. Work with clinicians to develop plain-English, accessible information and resources, as necessary.	Play an active role in working with clients to plan their services and complete timely reviews. Provide supports within the scope of a client's support plan. Seek out and acknowledge client feedback – complaints, comments and compliments, and share client stories with a view to learn from their perspectives. Respond to the changing needs and preferences of clients in a timely manner. Ensure that any observations or concerns are documented and escalated appropriately if there are opportunities to improve our client-centred approach. Engage and contribute to training designed to support strong engagement and partnerships with clients.	Actively support clients in exercising choice and support them in their decision making. Respond to the preferences of clients and respect their rights. Provide supports within the scope of a client's support plan. Actively seek feedback from clients and encourage them to express any concerns they may have. Ensure client concerns are responded to in a timely manner. Engage in training to increase client-centred practice.

Services that are safe and effective

Board	Executive Leadership Team	Senior Management Staff	Clinical Staff	Support Staff
Embrace a culture of continuous improvement in care practice, process and delivery.	Embrace a culture of continuous improvement in care practice, process and delivery.	Embrace a culture of continuous improvement in care practice, process and delivery.	Embrace a culture of continuous improvement in care practice, process and delivery.	Embrace a culture of continuous improvement in care practice, process and delivery.
Promote a culture of openness and transparency.	Implement and resource effective systems for management of:	Allocate appropriate resources to support high-quality and safe care and present analysis of key clinical quality and safety data to the Clinical Governance Committee.	Actively identify, monitor and manage service gaps or risks for individual clients.	Monitor and report incidents.
Understand key clinical risks and ensure action is taken as a result of analyses of clinical incidents.	- Quality improvement and measurement. - Risk management. - Incident management and open disclosure of feedback and complaints. - Systematically monitor performance across all safety and quality systems.	Collect and analyse data, including incident and near-miss indicators of KPIs at site and system-level and identify trends.	Implement an appropriate risk response.	Follow organisation policies and procedures.
Receive and review regular data on client related incidents, complaints and feedback.	Presents analysis of key clinical quality and safety data to the Board.	Monitor incident and complaint data to ensure follow up actions are applied.	If you are still concerned about a client's safety, care or wellbeing after having tried to mitigate the risk, escalate to your line manager/service stream leader.	Ask for help if you are unsure what to do, need assistance delivering care or have concerns about the safety of a client.
Ensure the organisation has an appropriate policy in place to safeguard Novita clients.	In the event of a reported, alleged or reasonably suspected incident of assault, neglect, serious injury or other serious forms of harm, ensure immediate action is taken to implement client safeguarding procedures.	Support clinicians and care staff to understand and apply policies, procedures and continuous improvement.	Provide clinical care within the Clinical Governance framework.	Report immediately, any client reported, observed, alleged or reasonably suspected incidents of physical or sexual abuse or neglect to your line manager, or stream leader.
.	Develop and regularly review organisational policies and procedures to safeguard Novita clients.	Monitor and assist sites to ensure areas of risk are identified, assessed and adequately managed.	Ensure active follow up on areas of risk, clinical incidents and practice.	
		KPI monitoring and analysis at a divisional level..	Conduct open disclosure of incidents if you are trained to do so.	
		Escalate immediately, any client reported, observed, alleged or reasonably suspected incidents of physical or sexual abuse or neglect to the Executive Leadership Team. Activate the client safeguarding procedures.	Report immediately, any client reported, observed, alleged or reasonably suspected incidents of physical or sexual abuse or neglect to your line manager, or stream leader.	

People capable of delivering high-quality services

Board	Executive Leadership Team	Senior Management Staff	Clinical Staff	Support Staff
Set expectations of high-quality training, supports, equipment and assets to support staff in the provision of services.	Allocate funds and resources to ensure that appropriate training and support is provided to staff to complete their duties.	Ensure staff are provided with regular supervision in relation to their duties.	Engage in Novita's defined induction program for their type of role.	Engage in Novita's defined induction program for their type of role.
Monitor Novita's compliance and performance in providing staff with the necessary training they need to fulfil their duties.	Drive accountability for mandatory training and refresher completion and validating currency of mandatory clearances.	Monitor staff compliance with mandatory training and actively promote opportunities for staff to undertake additional learning and development.	Understand Novita policies and procedures.	Understand Novita policies and procedures.
Monitor staff turnover, satisfaction and themes around employee feedback.	Drive a culture of high performance and accountability for service delivery.	Identify and implement client-specific training where required.	Maintain knowledge of clinical best practices.	Work within clearly defined staff handover processes to ensure continuity of care.
	Allocate resources and assets to ensure that staff have the equipment and facilities required to complete their jobs.	Ensure all staff have an active position description that accurately describes their duties and the scope of their role.	Work within defined position descriptions and scope of practice.	Engage in client-specific training and development where required.
	Establish systems to manage staff performance as required.	Ensure staff provide services within the scope of their position and the offerings of Novita.	Identify opportunities for continued professional development and knowledge of best practices.	Work within defined position descriptions and scope of practice.
	Work with senior operations managers to address potential gaps or competencies and implement the necessary training with staff.	Actively manage issues of staff performance ensuring that they are provided with supports and due process to improve in their roles.	Use equipment and resources in a responsible way that achieves high-quality outcomes for clients.	Use equipment and resources in a responsible way that achieves high-quality outcomes for clients.
	Determine a succession plan for critical roles based on required skills and aptitudes.	Manage critical equipment and supplies for the provision of safe, high-quality care.	Play an active role within multidisciplinary teams to deliver coordinated and integrated care.	Play an active team role to ensure quality outcomes.
		Drive staff performance and accountability against their defined responsibilities.	Actively share knowledge and contribute to the learning of others.	Actively share knowledge and contribute to the learning of others.
		Ensure staff are trained in principles of safeguarding vulnerable clients and are aware of their role in safeguarding procedure and process.	Contribute clinical knowledge and skills to the development of training programs and resources.	Contribute to the continuity of client care through working stable hours with known clients where possible.

A culture of safety where key risks are managed

Board	Executive Leadership Team	Senior Management Staff	Clinical Staff	Support Staff
Lead the establishment of the organisation's culture of safety and quality improvement.	Provide visible leadership and commitment to the delivery of safe, high-quality and client-centred care.	Provide strong local leadership that supports a culture focussed on safety, transparency of reporting, and management of key risks.	Proactively identify and report any issues that relate to safety or key risks that may present in services or for Novita clients.	Proactively identify and report any issues that relate to safety or key risks that may present in services or for Novita clients.
Set and communicate priorities and strategic direction for safe and high-quality care.	Oversee the implementation of mitigations and controls for the strategic risk register.	Identify improvement opportunities and direct and support continuous improvement work.	Ensure the timely completion of risk assessments for clients, activities and environments as required.	Work within program policies, procedures and work instructions.
Promote a willingness to hear both good and bad news by actively seeking reports on both what is and isn't working well.	Define and manage key management risks.	Facilitate quality and safety reporting to Clinical Governance Committee.	Deliver and monitor services and engage in continuous improvement activities.	Provide care within the parameters set in care plans, support plans and health documentation.
Define and provide oversight for Novita's strategic risk register and mitigation strategies.	Promote a culture of open reporting of risks, incidents, complaints and feedback.	Ensure that key divisions are conducting risk assessments appropriately for clients, activities and environments.	Work within clearly defined processes and procedures.	Actively seek assistance for care activities that present additional risks or complexities.
	Provide regular reporting and analysis to the Board on safety, incident and risk data.	Periodically conduct safety culture visits to sites and identify key improvement areas.	Flag complex clients at handovers/pre-therapy briefings to pre-empt potential issues and have an action plan ready to implement if needed.	Ensure that any key risks or safety matters are included in shift documentation and handovers.
	Support an open culture by actively seeking reports on what is and isn't working well from Senior Operations Management team.	Work with staff to identify potential risks and hazards in service delivery along with mitigation strategies.	Participate in safety culture inspections and internal audit activities as required.	Participate in safety culture inspections and internal audit activities as required.
	Periodically conduct safety culture visits to sites with the Senior Operations Management team.	Actively support and implement Novita's internal audit program.		
	Implement and develop a robust internal audit program.	Ensuring the active maintenance of equipment and assets.		

Clinical and support practice of the highest standards

Board	Executive Leadership Team	Senior Management Staff	Clinical Staff	Support Staff
Delegates responsibility for clinical governance to the CEO and Executive Leadership Team. Endorses and reviews performance against the Clinical Governance Framework.	Ensures that there are processes for measuring and reporting on clinical quality and safety performance. Ensures that practice across the organisation adopts principles of best practice and continuous improvement. Establish, monitor and maintain the Clinical Governance framework to drive improvements in quality. Resources stream leaders in specialist areas to drive clinical practice. Ensures a clinical leadership model is embedded within the organisation that is fit for purpose. Monitors and reviews compliance with legislation, regulation and jurisdictional requirements.	Provides oversight of staff registration, accreditation or professional membership and scope of practice within their field. Ensures clinical and care services are provided in accordance with evidence-based practice, organisational policy, legislation and Standards. Monitors and takes action to ensure adherence to policies, procedures and protocols in relation to staff performance. Stream leaders play a key role in defining clinical competency across the organisation and supporting staff to improve and maintain their clinical skills. Actively contributes to clinical governance and service improvement opportunities. Engages in research and development activities that improve practice across Novita.	Maintain their professional registration, accreditation or membership. Work within their Scope of Practice for their role at Novita. Maintain knowledge of and practice of clinical best practice. Act as a mentor to new and less experienced staff. Work within established policies, procedures at Novita.	Provides care and services in accordance with policies and procedures. Ask for help if you are unsure what to do, need assistance delivering care or have concerns about the safety of a client. Support clients to work towards their goals of care. Seeks opportunities to be better informed about resident/client conditions and care needs. Work within established policies, procedures at Novita.

Clinical Governance Framework Focus and Signs of Success

The Clinical Governance Committee plays a key role in the oversight of the five domains of the framework and how they are applied and measured in day-to-day operations. The 'signs of success' against each domain in this framework define key measures that are the ongoing focus of the Committee. Some measures and metrics are captured and reported routinely while others may form the basis of in-depth analysis in line with the Committee's activity plan.

Client-centred leadership

Signs of Success:

- Support plans and reviews are completed on schedule.

- Client feedback and NPS feedback is monitored and actively responded to.

- Outcomes are measured for clients.

- Client-centred tools and assessments are used.

- Documentation and resources are easily understood and accessible.

- Equipment and assets are accessible and appropriate for our clients.

- Feedback data is proactively responded to and informs service improvements.

- Products and services are co-designed with clients and their feedback.

- The client's voice is reflected in documentation and reviews.

- Services are culturally appropriate for Novita's diverse client base.

- Clients are included in decision making.

- Clear expectations are set with clients about the level of communication they require.

- Services and structures are centred around the client (for example, multi-disciplinary, key worker, CET etc.).

- Repeat non-attendance or cancellations are flagged for follow-up so that the client and/or family or carer can make alternative arrangements.

Care is safe and effective

Signs of Success:

- Service agreements in place for all clients that clearly articulate the obligations of both Novita and the client.

- Support plans describe the services to be provided by Novita and how they align with the client's goals.

- Reviews are completed that reflect on the effectiveness of the services provided and make recommendations about the future.

- Client related information is collected, stored and used correctly.

- Incident data is reviewed to identify trends and corrective actions in relation to specific clients.

- Internal audit of client files is completed to ensure that services are meeting their intended purpose.

- Client intake and exits are completed effectively and within protocols.

- Clients are aware of the avenues they have to provide regular feedback, raise concerns or make a complaint if they choose.

- Outcome measures are in place for services provided.

- Program evaluation is completed for services.

- Quality accreditation processes are completed.

- Risk assessments are consistently applied across client activity areas.

- Staff are trained to manage challenging client behaviours and de-escalate aggression, where such behaviours might exist.

People that are capable of delivering high-quality services

Signs of Success:

- Mandatory clearances and training is in place for all staff and renewed in accordance with policy, legislation and contractual arrangements.

- Staff receive sufficient upfront induction and training to equip them for their roles.

- Staff have access to, and understand Novita policies, procedures and work instructions as it relates to their role.

- The staff clearly understand Novita's Code of Conduct.

- Registrations of professional staff are maintained and kept current.

- Staff turnover rate no greater than the industry average with trends being proactively responded to.

- Feedback from the staff survey is incorporated into improvements.

- Investment in workforce and training is measured to ensure it is consistent across the business.

- Graduates and students are supported and supervised.

- Staff supervision is completed regularly and consistently across the business.

- Staff duties and responsibilities are clearly outlined in position descriptions.

- Staff exit interview data is analysed to identify any trends that require attention or improvement.

A culture of safety where key risks are managed

Signs of Success:

- Incidents and near misses are reported, and trends are analysed.
- Injuries to clients and staff are reported, documented and analysed to prevent further occurrences including training or refreshers as needed.
- Facilities and assets are proactively maintained.
- Hazards and near misses are being recorded and responded to.
- Incidents are being reported, addressed and closed promptly.
- Staff are recognised for reporting and documenting near misses.
- Any observed, reported, potential physical or sexual abuse or reasonably suspected incidents are reported to line manager and referred to police for investigation, in line with the organisation's safeguarding of vulnerable people policy.
- Supervision structures include safety discussion.
- Handovers at shift changes (accommodation) or pre-therapy/service huddles proactively consider shift challenges and briefly discuss team plan.
- WHS structures are in place and functioning.
- Clients are aware of their rights and supported to give feedback and make a complaint if they choose.
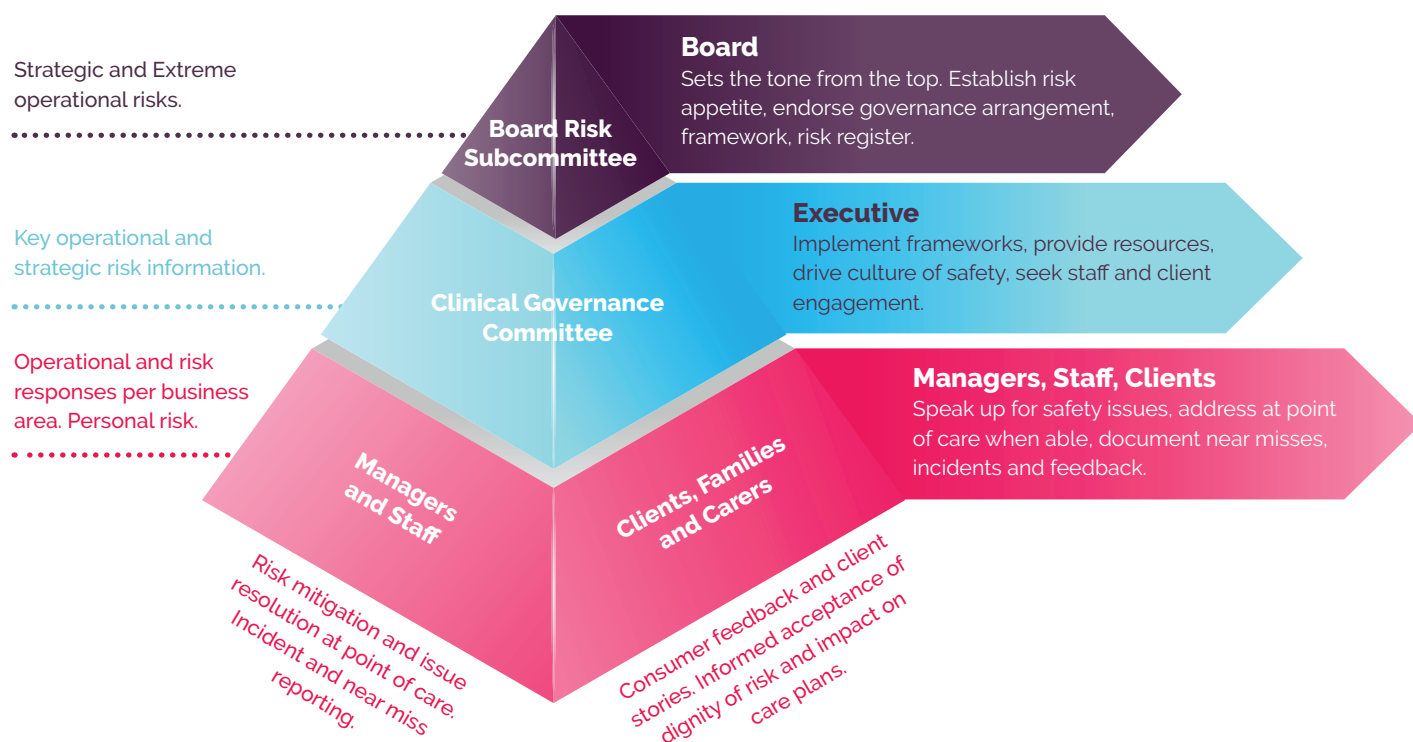
Clinical and support practice of the highest standards

Signs of Success:

- A clinical competency framework is in place.
- Clinical leadership positions are in place at the required ratios.
- Service Stream Leaders maintain oversight of clinical practice frameworks for services and products.
- A framework for clinical competency is in place across Novita.
- Clinical and care audits are aligned to risks with the most potential for harm.
- Staff work only within their scope of practice.
- Client information is kept current and accessible to staff.
- Staff are adequately trained and supervised to perform clinical tasks.
- Induction and training delivered effectively.
- Staff are trained and aware of their responsibilities.
- Staff can access and follow procedures.
- There is consistent practice across service offerings.
- Equipment and facilities are fit for purpose.
- Client health needs are understood and managed effectively.

How do we monitor service excellence and continuous improvement across the organisation?

Strategic and Extreme operational risks.
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Key operational and strategic risk information.
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Operational and risk responses per business area. Personal risk.
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Board Risk Subcommittee

Board
Sets the tone from the top. Establish risk appetite, endorse governance arrangement, framework, risk register.

Clinical Governance Committee

Executive
Implement frameworks, provide resources, drive culture of safety, seek staff and client engagement.

Managers, Staff, Clients
Speak up for safety issues, address at point of care when able, document near misses, incidents and feedback.

Managers and Staff

Risk mitigation and issue resolution at point of care. Incident and near miss reporting.

Clients, Families and Carers

Consumer feedback and client stories. Informed acceptance of dignity of risk and impact on care plans.

Receiving and Responding to Client Feedback

All Novita staff are encouraged to invite and record client feedback on a regular basis. Feedback, both positive and negative can be logged by any staff member through Novita's incident and feedback management system.

Novita also invites regular feedback through the Net Promoter Score (NPS) survey where clients and their family members can rate their experience of Novita as well as making comments and suggestions. NPS feedback is received on a daily basis and monitored by Novita's Customer Experience Team so that it can be logged and responded to.

All complaints and feedback are regularly reviewed by Novita Management and follow up actions are assigned as a result. The incident and complaints system is used to track the follow up actions, resolution and status of all incidents and complaints. The Clinical Governance Committee reviews feedback and complaint trends in order to guide service improvement initiatives as well as additional measures to mitigate risks.

Incident Mananagement

Novita encourages and promotes the open and transparent reporting of all near misses and incidents and we see this as a critical measure of our client and staff quality and safety culture.

Our incident management procedure outlines the steps required when responding to near misses as well as minor, major and serious incidents. The procedure outlines the immediate actions required following an incident to ensure the safety of clients and staff, as well as the follow up actions to report, record and follow up the incident.

Incident data is categorised at the point of it being recorded which specifies the required follow up actions. External reporting is required for a number of incident categories that meet the definition of 'reportable incidents' under relevant safeguarding frameworks, legislation and contracts.

All serious and reportable incidents are openly reported in the Novita Board papers and discussed at each meeting. In addition, Novita's internal escalation framework ensures the immediate notification of senior staff and Board as required for different levels of severity.

The status and follow up actions relating to incidents are all recorded in Novita's incident management system. Once all follow up actions and external requirements have been met, incidents may be closed following Management assessment.

Signs of Healthy Clinical Governance

- Board and senior leadership team seek information on areas for improvement, not only managing by exception.

- Quality and safety is seen as part of everyone's role.

- Quality and safety is focused on high performance and continuous improvement.

- Clinical leaders model the behaviours outlined in the Clinical Governance Framework and support its implementation across the business.

- Client engagement and feedback (both positive and negative) is actively used throughout Novita to develop and improve services.

- Services and information is accessible and appropriate for all clients regardless of their cultural background.

- Reporting incidents and near misses is encouraged and all staff feel comfortable to raise concerns.

- Incident reporting is in a format that can be consolidated, analysed and improvement actions and resources prioritised to address the most pressing issues.

- Indicators of sub-standard care are flagged for investigation and improvement.

- Staff are clear of their roles and responsibilities.

- Staff are provided with consistent training and development across Novita.

Symptoms of Clinical Governance Failure

- A disengaged Board and senior leadership team who do not like to hear bad news.

- Quality and safety is only the responsibility of the quality team.

- Quality and safety is focused on achieving minimum compliance against standards.

- Clinical leaders do not engage with the practices and obligations required by their role and are disconnected from clinical governance processes and systems of the organisation.

- There is a fear of speaking up about concerns or opportunities for improvement.

- Very low or declining rates of reporting incidents and no or low near-miss reporting occurs.

- Poor incident management systems that do not lend themselves to easily report, escalate or analyse trends.

- Staff are unclear of their roles and responsibilities in providing care.

- Staff receive inconsistent training and support.

Reviewing the Clinical Governance Framework

The Clinical Governance Framework will be reviewed routinely every three years with oversight of the Clinical Governance Committee. Updates can be initiated at any time at the request of the Board or the Governance and Risk Board Subcommittee.

External factors (including emerging sector risks, significant events or legislative changes) or internal factors (such as changes in governance structures, reporting lines or services) may also trigger an early update to the Clinical Governance Framework.

Conclusion

Novita is committed to high-quality, safe, effective and client-centred care. This extends across all service types, for all clients and all locations. Strong clinical governance structures and processes are in place to monitor and improve care in all service settings across the business.

Client and staff feedback and incident data are routinely reviewed to provide insights into service strengths and opportunities for improvement. It's our dedication to continuous improvement that sets us apart - and has made us one of the most trusted providers of disability services in South Australia and Broken Hill.

Glossary

Within Novita's Clinical Governance Framework, the following definitions apply:

Clinical Governance - Clinical governance is the collective systems, processes and behaviours that enable the Novita Board, Executive, Management teams and care delivery staff to ensure safe, high-quality and client-centred services. This includes the culture in which the system operates, the processes through which risks are managed, incidents reported and feedback heard and acted upon in the pursuit of clinical excellence and continuous improvement.

Clinical Practice – The services, activities and duties performed by Novita clinical staff that are underpinned by best practice and evidence-based principles in order to provide safe and effective services.

Clinical Staff – Workers employed by Novita that have allied health, health or medical qualifications and background. Key service types delivered by Novita clinical staff include physiotherapy, speech pathology, occupational therapy, psychology, social work, exercise physiology, developmental education and nursing.

Care – Provision of supports to an individual by Novita staff to assist with personal daily living tasks. The definition includes the provision of personal care such as showering, moving and personal care as well as supports for health-related conditions. Care services are generally provided by Novita Support Workers or health support practitioners.

Supports – Services provided to an individual by Novita staff that assist them to achieve their goals. The definition includes services that help individuals access the community, learn new skills and pursue their areas of interest. Supports are generally provided by Novita Support Workers.

Support Staff – Workers employed by Novita that provide support and care services to Novita staff. Support staff are generally educated to certificate (or higher) qualification levels as well as having completed mandatory training in areas such as child and adult safety, medication, first aid and manual handling.

Novita Related Documents

- Clinical Governance Terms of Reference
- Novita Code of Conduct
- Human Resources Policy
- Quality Policy
- Work Health and Safety Policy
- Whistleblower Policy
- Novita's Reconciliation Action Plan
- Novita's Disability Inclusion Action Plan
- Risk Management Framework
- Risk management procedure
- Incident Management procedure
- Risk Register
- Client Services Policies and Procedures:
  - Customer service policy.
  - Client decision making and consent policy.
  - Client human rights and safeguarding policy.
  - Medication procedure.
  - Adult safeguarding procedure.
  - Child and youth safeguarding procedure.
  - Health support procedure.
  - On call procedure.
  - Supervision policy.
  - Restrictive practices policy.