

# Quality & Safeguarding Framework



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*Good governance is those high-level processes and behaviours that ensure an agency performs by achieving its intended purpose and conforms by complying with all relevant laws, codes and directions, and meets community expectations of probity, accountability and transparency*

Audit Office, NSW

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## Introduction

Windana's Mission is to help people rebuild their lives.

As an organisation, we are committed to providing safe and high-quality person-centred alcohol and other drug treatment services designed at delivering meaningful outcomes for our clients and consumers by working and collaborating with them. We do this by ensuring we have effective governance structures in place to support

- a committed, capable and enabled workforce
- clinical processes appropriate to the model of treatment
- effective risk management
- a safe and healthy environment to work and live in
- integration of data, communications and information systems to support and drive the quality and safeguarding function
- systems that ensure we are compliant with laws, standards and funder regulations.

Providers of alcohol and other drug and treatment services must obtain accreditation with at least one of the approved accreditation standards to be compliant with the National Quality Framework for Drug and Alcohol Treatment Services (National Quality Framework).

The Victorian Government Department of Health has legislated that health services have a governance responsibility to set expectations and have structures in place that outline their accountability towards the continual monitoring and evaluation of service efficiency, quality of treatment, safety and risk, consumer experience and engagement and to nurture innovation.

## Purpose and Scope

### Purpose

The purpose of the Windana Quality and Safeguarding Framework is to:

- demonstrate Windana's commitment to quality and safety
- describe the organisational infrastructure and governance structures in place to implement, monitor and support high quality and safe treatments and to manage unwanted variation from desired outcomes
- provide guidance and support for the workforce to ensure everyone knows their roles and responsibilities in providing high quality and safe treatment
- detail the objectives required to monitor and improve services, minimise risk and continue to meet the safety and quality standards required to ensure treatment is delivered in a safe, coordinated and supportive manner

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## Scope

This framework procedure is in scope for Windana board members, workforce, volunteers and students, contractors and business partners and clients and consumers.

## The Windana Quality and Safeguarding Framework

Windana's governance processes are derived from laws, funder requirements, contractual arrangements, professional codes, accreditation, policy directives and the conventions practiced in the business of healthcare, especially healthcare for drug and alcohol treatment.

Windana must comply with the requirements of the National Quality Framework through standards accreditation with recognised organisations such as Quality Improvement Performance Health and Community Service Standards (QIP Standards).

The Windana Quality and Safeguarding Framework is modelled on the National Quality Framework and describes the approach to good practice in quality management through a system of mature quality assurance processes. The Framework offers high-level guidance on establishing the systems, procedures and behaviours necessary to maintain high standards of governance, treatment, and to continually strive to improve on the performance of these systems.

## The Framework Elements

The elements for governance and the monitoring of quality and safety at Windana, as outlined in the National Quality Framework, comprise the Windana Quality and Safeguarding Framework.

The Framework describes nine elements essential for organisations to achieve integrated corporate and clinical governance systems, and are:

- Organisational Governance
- Clinical Governance
- Planning and Engagement
- Collaboration and Partnerships
- Workforce Development and Clinical Practice
- Information Systems
- Continuous Improvement
- Health and Safety
- Compliance

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### Organisational Governance

The Windana Board establishes the Windana Strategic Plan, giving due consideration to how the strategy will reduce AOD related harms. The Board leads the organisational culture and oversees executive and management performance. The Board has ultimate responsibility for establishing a governance framework to ensure Windana meets its requirements to manage legal obligations, risk, and financial performance and to oversee quality and safety. The Board and organisational governance function to scan the environment and understand current research and other factors and consider these matters and how they might affect Windana’s objectives.

Windana’s organisational governance structure underpins the effective operations of the business, ensuring there are appropriate structures, planning, policy and practices and oversight mechanisms in place to deliver safe and high-quality services. It supports the work force, provides expertise, monitoring and challenge in risk-related matters through governance of risk and clinical practice, the internal and external audit function and legal compliance.

### Risk

*Accountability* for the management of risk ultimately rests with the Windana Board, while *responsibility* for risk management rests with managers and staff who make decisions, deploy resources, and contribute to outcomes. This workforce is responsible for identification and management of associated risk.

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### Organisational Structure

The Windana organisational chart describes the management structure, which has accountabilities for performance, delegation, and supervision. Every staff and Board member has a position description which outlines their responsibilities and accountabilities for quality, safety, and risk management.

### Committee Structure

The Committee structure describes the hierarchy for monitoring of organisational performance in the management of quality, safety, and risk. Each committee has a Terms of Reference (TOR) which sets out the function and responsibility of the committee. The work of the committees is managed through a *Calendar of Obligations*, ensuring the work of that committee is maintained and accountability is clear. The committees monitor quality and safety performance. The committee TOR and its performance is reviewed annually.

### Clinical Governance

Clinical Governance comprises integrated components of leadership behaviours, policies, procedures, and monitoring and improvement mechanisms directed towards good clinical outcomes. It is of equivalent importance as financial, risk and other business governance functions.

Clinical Governance establishes the accountability of individuals for the delivery of safe and effective quality treatment. Windana's Clinical Governance Committee sets the culture for strong clinical quality and safety culture. It ensures integrated systems, processes, leadership, and culture are at the core of providing safe, effective, accountable, and person-centred treatment underpinned by a commitment to continuous improvement.

### Planning and Engagement

Windana's treatment planning processes are focussed on client screening, assessment and treatment plan development aimed at providing appropriate and timely access to client focussed treatment services. Our staff offer support to clients and their representatives, encouraging and facilitating participation in decision making, exercising choice and control about their case management planning and treatment goals.

### Collaboration and Partnerships

Windana engages with a range of health professionals, addiction medicine specialists and recreational and community groups to enhance its alcohol and other drug treatment offering where services and treatment options can be provided by expert partners. Collaboration aims to reduce siloed work practices to meet client treatment and support needs more holistically.

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## Workforce Development and Clinical Practice

The People and Culture function sets behavioural expectations. It practices strategic recruitment to attract and retain suitably qualified staff to perform the duties of their roles to the standard of Windana values and professional and industry standard.

The People and Culture function develops capabilities and enables culture through workforce training and development, supervision, performance review and delegation. It approves role scope and responsibilities.

Staff culture is monitored for engagement and to identify support, change and development needs. The People and Culture function develops the strategy to improve diversity and inclusion, recognising that an inclusive culture comes from a diverse workforce, positively influencing safety, productivity, and well-being.

## Information Systems

The corporate services function ensures secure and effective information systems meet service and workforce objectives and supports informed and data-driven decision making

## Continuous Improvement

Continuous improvement is characterised by systematic ongoing effort. Building a culture that emphasises continuous improvement of processes will result in a healthier workplace, more satisfied customers, and a growing reputation for the delivery of quality services and outcomes. A culture of continuous improvement requires our organisation to work collaboratively, to provide honest constructive feedback in relation to issues and processes, and to support consistent, well-structured, and easy access to information. There should be a focus on valuing success and learning from our failures.

## Health and Safety

Windana strives to maintain a safe and comfortable workplace and living environment, consistent with client and workforce needs and regulatory requirements. We encourage client and staff incident reporting and evaluate actions to improve safety and wellbeing.

## Compliance

Windana adheres to compliance requirements, legislative, regulatory, contractual and professional for the purpose of maintain highest standards of quality and safety.

## Quality and safety governance roles and responsibilities

High quality services and treatment outcomes require everyone at every level in healthcare, including AOD treatment services, to play a role. To elevate the profile and focus on safety, everyone from support staff to leaders, CEOs and Board directors should:

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- partner with clients, families, and communities
- regularly review, evaluate, and identify areas for improvement
- demonstrate ownership and accountability for the quality of treatment and services provided

The Windana Framework sets out the roles and responsibilities of the entire workforce, including Windana Board members, executive and management, staff, volunteers, contractors, and business partners. Importantly, the Windana Framework describes the crucial role of clients and consumers in advocating for quality and holding the workforce to account. Windana has a number of associated frameworks for quality, risk, policy, governance, workforce and others, which are designed to support progression of the strategy.

**Table 1: Roles and responsibilities for governance**



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## People leaders

- Support and promote a quality and safety culture, and monitor and report on safety concerns and risks to senior management and through committees
- Provide a safe environment for staff and clients that supports a culture of collaboration, teamwork, and transparency
- Ensure that staff and volunteers are clear about their roles and responsibilities
- Support and develop staff and volunteers to deliver the best service possible
- Proactively identify, escalate and manage risks, safety and quality concerns and monitor controls
- Lead and model behaviour that supports continuous learning and speaking up about quality and safety concerns
- Promote a culture of continuous improvement through sharing and learning and supporting and enabling staff and clients to contribute to and lead improvement efforts

## Executive

- Provides visible leadership and demonstrates a commitment to delivering on the organisation's strategic objectives
- Lead and monitor implementation of the Quality and Safeguarding framework
- Create and promote a safe and open culture that empowers staff to speak up and raise quality and safety concerns
- Proactively seek information from qualitative and quantitative sources including from staff and clients to test and understand the quality of all areas of service delivery, through committee and organisational and other formal and informal means
- Drive a culture that is committed to supporting clients to exercise their voice – maintaining a focus on the quality of services, ensuring that listening to and acting on the client voice is at the centre of the business and the organisation remains focussed on continuous improvement
- Regularly report to the board on management on risks, outcomes, areas for improvement and progress on achieving the best service across all areas of service delivery

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The Windana Board and the board directors have specific responsibilities for quality and safety in Windana services, as set out in the Constitution, the Board Governance policies and the Strategic Plan:



- Set a clear vision, strategic direction, and ‘just’ organisational culture to drive consistently high-quality services and to facilitate effective staff and client engagement and participation
- Ensure they have clear and regular reporting on quality and safety performance via a dedicated subcommittee (Quality & Safety Subcommittee)
- Stay engaged, visible and accessible to staff
- Ensure they have the necessary skill set, composition, knowledge, and training to actively lead and pursue strong quality, safety and risk performance in service delivery
- Monitor and evaluate all aspects of services provided through regular and rigorous reviews of benchmarked performance data and information
- Ensure robust quality governance structures and systems across the service effectively support and empower staff to provide high-quality services and are designed in collaboration with staff expectations
- Delegate responsibility for the implementation, monitoring, evaluation of improvement to the executive
- Regularly seek information from the executive, staff, and clients about the status of quality and safety in all areas of service delivery



- Sets the expectations and accountability requirements for quality and safety

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## Framework effectiveness

To ensure its effectiveness, the Quality and Safeguarding Framework should be reviewed periodically. The review should occur internally by self-assessment on an annual basis and, externally as required by means of a Board independent review.

The scope of the review should examine Attributes, Evidence, and Signs of success as per the following guide:

Review of	Defined as
Attribute (s)	What needs to be in place so that the elements of the Framework can be implemented
Evidence	What can be observed/ examined to verify that attributes are in place
Signs of success	What is measured to show that the attributes are effective

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## Definitions and Glossary

AOD	Alcohol and Other Drugs
CEO	Chief Executive Officer
QIP	Quality Improvement Program
TOR	Terms of Reference

## Related Windana Documents

Clinical Governance Framework  
Risk Management Framework  
Legislative Compliance  
Client Incident Management and Reporting Framework  
Policy and Procedure Framework  
Governance (Board) policies  
Quality Activity Plan

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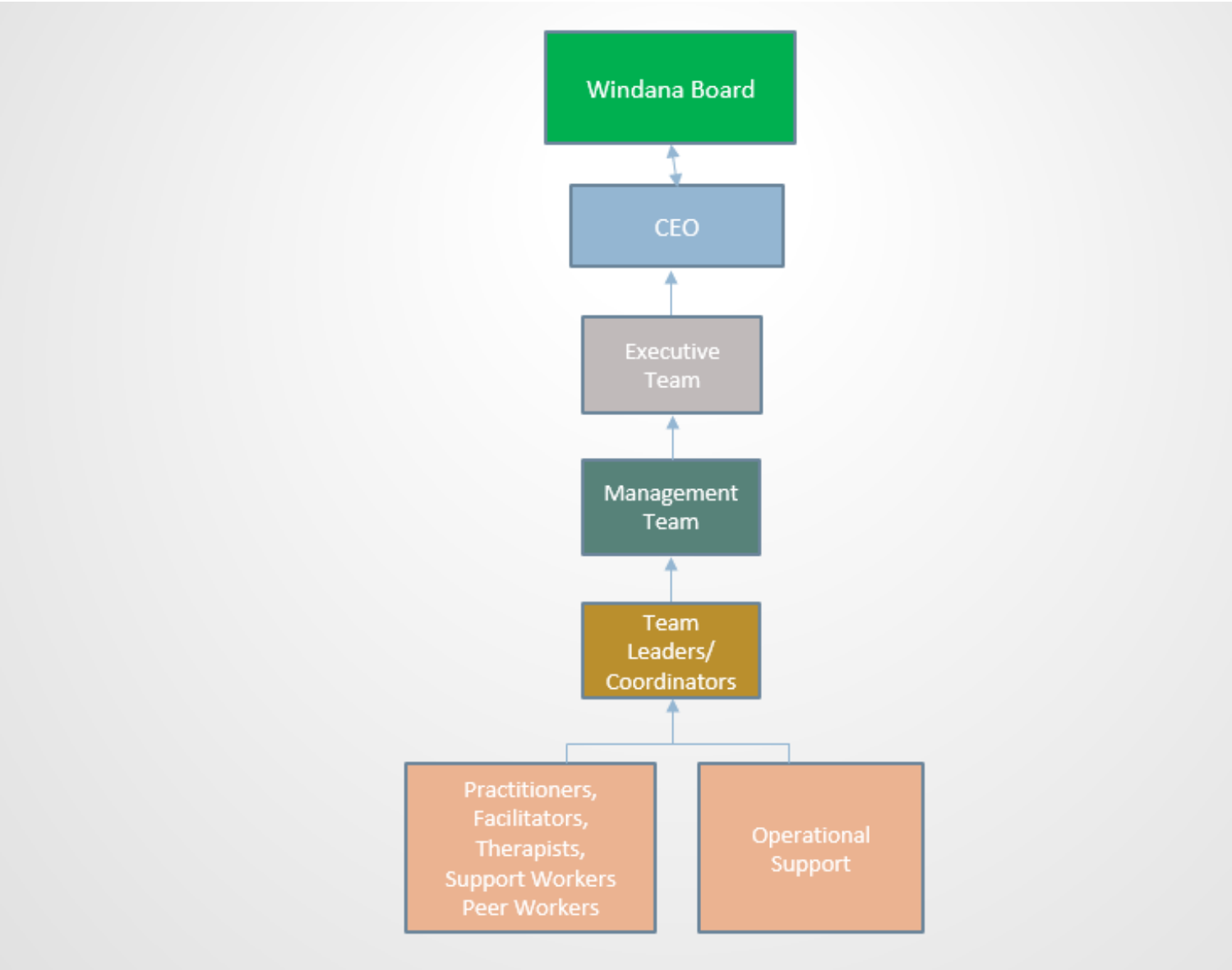
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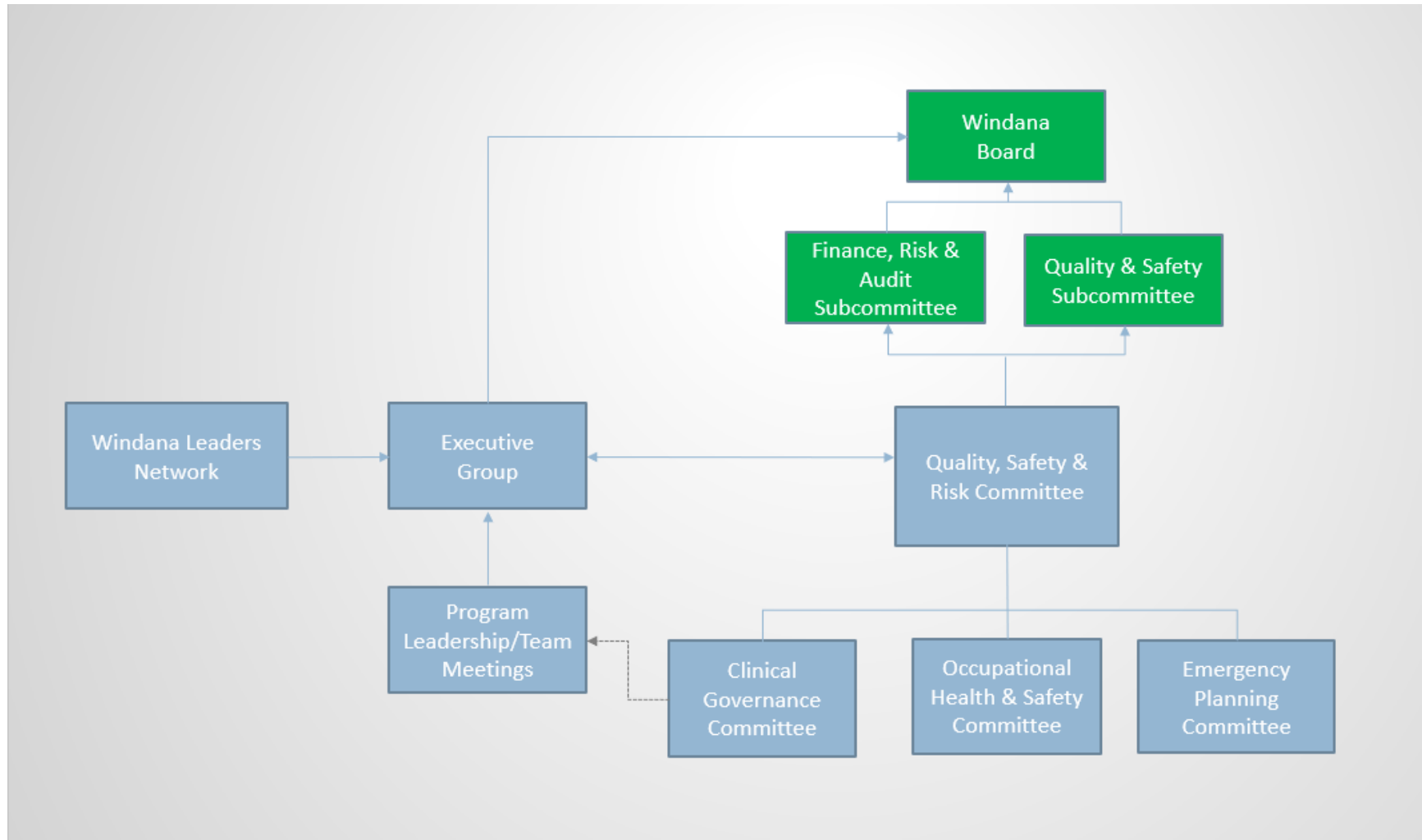
Andrea McLeod, CEO

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Appendix 1 Windana Organisation Chart



Appendix 2 Windana Committee Structure



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