The way forward

This framework is the department's policy and clinical governance document, which sets out the key requirements for effective implementation of the clinical governance framework.

References


3. ACHS News

Clinical risk management is part of a broader organisational risk management system approach. This is informed by developing a system level incident response that maximises the benefits of learning from incident. A framework for learning, incident management and defining the scope of clinical practice for medical practitioners in Victorian health services

The Department of Human Services will;

• Communicate the clinical governance framework to health services and other stakeholder groups, including private hospitals.

• Develop a unit of use and quality and safety indicators in clinical governance processes, identifying key data that will inform the audit mechanism for clinical governance within health services.

• Ensure adequate internal documentation to ensure compliance with the framework.

• Report annually, as a part of their Quality of Care Report, on clinical governance structures and activities.

• Review its own clinical governance structure to ensure: • known clinical risks are proactively addressed. • risk information is considered in settings goals, priorities and developing business and strategic plans. • legislation and relevant Australian Standards are complied with.

• methods to improve patient safety are researched and innovative interventions developed.

• policy and procedures are reviewed and maintained.

• risk management activities are monitored individually, collectively and across the system.

• inform the planning process, are evaluated and innovative alternatives developed.

• legislation and relevant Australian Standards are complied with.

• risk management activities are reviewed externally.

• risk information is considered in setting goals, priorities and developing business and strategic plans.

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• Achieving best practice corporate governance in the Public Sector. Chartered Secretaries Australia’s Public Sector Governance Forum 2003

• ACHS News

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• methods to improve patient safety are researched and innovative interventions developed.

• policy and procedures are reviewed and maintained.

• risk management activities are monitored individually, collectively and across the system.

• inform the planning process, are evaluated and innovative alternatives developed.
Clinical governance is defined as:
Clinicians and clinical teams are directly responsible and accountable for the safety and quality of care they provide.

Figure 1: Representation of health service governance context

Figure 2: Components of the health service governance framework

Key policy drivers
A series of broader policies and guidelines support the clinical governance framework. These policies and guidelines include:

- Directions for your health system: metropolitan health strategy
- Cultural diversity guide: multicultural strategy
- Consumer participation, clinical effectiveness, an effective workforce

Framework principles
The following principles guide a licence for supporting excellence and good governance of clinical practice.

- The focus is on the consumer experience throughout the continuum of care.
- Residents and staff are encouraged to communicate freely.
- Planning and resource allocation support achievement of strategic goals.
- Clinical performance measures are reviewed externally.
- Strong clinical leadership and ownership.
- Ethical and legal framework supports safety and quality improvement initiatives and is supported through consistent structures, systems and procedures.
- Coherence in local legislative and departmental policy requirements, including hospital accreditation.
- Regional management, performance and progress, including reporting and review.
- Continuous improvement of quality and safety.
- Clearly defined roles and responsibilities are understood by all participants in the system.

ICAP guidelines 2004–05

Clinical governance is the process that ensures the safety and quality of care provided to consumers by health service boards, chief executive officers and other staff employed within health services. It requires the systems and processes are in place to support clinical practitioners in providing safe, high quality care and in ensuring clinicians participate in governance activities.

Health service boards, chief executive officers and other staff employed within health services are responsible and accountable for ensuring the systems and processes are in place to support clinical practitioners in providing safe, high quality care.

Consumer participation should occur at many levels including planning, improvement and monitoring. Consumer participation is an essential aspect of health service governance as it acknowledges the rights and responsibilities of ‘patients’. It promotes a consumer–clinical service provider partnership, where consumers are empowered to participate in their care. There is an expectation that all health services will have a formal and effective clinical governance framework in operation.

This document is intended to guide health services to implement this framework or review and further develop existing frameworks in place. Whilst it is not prescriptive the intention is that health services will adapt the framework to meet local practices and organisational structures.

Domain of quality and safety

Consumer participation, clinical effectiveness, an effective workforce and risk management are the four domains of quality and safety that provide a common framework for strategies to ensure the delivery of clinical care.

Within each domain there are a number of quality and safety management functions that require direction and oversight by governing bodies. Within each domain at the most fundamental level, principles of clinical governance should be observed. Under these domains at the most fundamental level, principles of clinical governance should be observed.
Foreword

The term and concept of clinical governance is increasingly accepted among health care professionals. Clinical governance, as discussed in this document, is intended to provide a framework for the coordination of activities for the purpose of ensuring that all acts and omissions of the health service meet the health and safety needs of the consumer (patient/resident). The document is intended to guide health services in implementing the framework or reviewing existing frameworks to ensure that they are consistent with the state and federal guidelines and in line with best practice. The framework aims to support the delivery of high-quality care and to promote consumer participation. It is a tool for health services to ensure that they are meeting the needs of consumers and are continuously improving the quality and safety of care. The framework is designed to be flexible and adaptable, allowing health services to tailor it to their specific needs.

Introduction

Clinical governance is defined as: "the system or process through which management, clinicians and other health care professionals, and consumers/patients/residents have a shared responsibility and accountability for the quality of care, continuously monitoring, reviewing and improving the appropriateness, quality and safety of care to ensure the safe introduction of new therapies or procedures, the quality and safety of clinical services to the Minister for Health, and through the Minister to the community."" The term governance refers to the management of an organisation to ensure that its short-term and long-term goals are aligned and that the organisation is achieving its goals. Governance is a broad concept that encompasses all levels of the health system and is integral to ensuring continuous monitoring, reviewing and improving the appropriateness, quality and safety of care.

Clinical governance is about being accountable for the quality and safety of clinical care delivered across a health service or organisation. It involves the continuous monitoring, reviewing and improving of the quality and safety of care to ensure that it meets the needs of consumers and is aligned with best practice. The aim of clinical governance is to promote high-quality, safe care and to ensure that consumers are empowered to participate in their care.

Health service governance

The governance of clinical care occurs within the context of the broader governance role of boards, which includes a range of responsibilities. These responsibilities include setting strategic directions, managing risk, improving performance and ensuring compliance with guidelines and requirements.

Policy and guidelines

A series of broader policies and guidelines support the clinical governance framework. These policies and guidelines include:

- Strategies should be in place to ensure:
  - Consumers are empowered to participate in clinical care.
  - Clinical care delivery is evidence-based.
  - Clinical care processes and clinical outcomes are coordinated and efficient.
  - Clinical care delivery is continuously monitored, reviewed and improved to ensure that it meets the needs of consumers and is aligned with best practice.
  - Standards of clinical care are clearly articulated and communicated.
  - Consumers provide feedback on clinical care and service delivery and are involved in decision-making processes.
  - Policies and guidelines are reviewed and updated on a regular basis.
  - There is clear, open and respectful communication between consumers at all levels of the health system.
  - Clinical care delivery is continuous and efficient.
  - Clinical care processes and clinical outcomes are coordinated and efficient.
  - Clinical care delivery is continuously monitored, reviewed and improved to ensure that it meets the needs of consumers and is aligned with best practice.
  - Standards of clinical care are clearly articulated and communicated.
  - Consumers provide feedback on clinical care and service delivery and are involved in decision-making processes.
  - Policies and guidelines are reviewed and updated on a regular basis.
  - There is clear, open and respectful communication between consumers at all levels of the health system.

Within each domain there are a number of quality and safety management functions that require direction and oversight by governing bodies. These domains include:

- Quality and safety management systems and processes
- Performance of clinical care processes and clinical outcomes
- Monitoring and reviewing the effectiveness of quality and safety systems
- Continuous improvement of quality and safety
- Clearly defined roles and responsibilities are understood by all participants in the system.

Domain of quality and safety

Consumer participation, clinical effectiveness, an effective workforce and management and risk management are the four domains of quality and safety that provide a conceptual framework for strategies to enhance the delivery of clinical care. Within each domain there is a review of quality and safety management. Sections that require detailed and specific guidance are under the domain of quality and safety.

Consumer participation

Consumer participation is an effective and important component of any domain of quality and safety. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes.

Clinical effectiveness

Clinical effectiveness refers to the outcomes of the health service in terms of the quality and safety of the care provided. It is measured by the achievement of the desired outcomes and the prevention of avoidable harm. Clinical effectiveness is achieved through the implementation of clinical governance frameworks and guidelines.

Effective workforce

An effective workforce is achieved when health care professionals have the appropriate skills and knowledge required to deliver high-quality, safe and effective care. The workforce includes clinical and non-clinical staff, and their professional group mix is designed to meet the needs of consumers. The effective workforce is achieved through the implementation of clinical governance frameworks and guidelines.

Conclusion

Clinical governance is a multifaceted approach that involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes. It involves the involvement of consumers in the development and improvement of clinical care and in decision-making processes.

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Clinical governance is defined as:

the system by which the governing body, managers, clinicians and staff share responsibility and accountability for the quality of care, continuously improving, minimizing risks, and fostering an environment of excellence in care for consumers/patients/residents.

Clinicians and clinical teams are directly responsible and accountable for the quality of care they provide. Health service boards, chief executive officers and managers are responsible and accountable for the quality of care, continuously improving, minimizing risks, and fostering an environment of excellence in care for consumers/patients/residents.

The term and concept of clinical governance is increasingly accepted among health care professionals.

Figure 1: Representation of health service governance context

Consumer participation

• Consumers participate in designing services and processes.
• Quality improvement initiatives and is supported through committee structures, systems and processes.
• Compliance with legislative and departmental policy requirements, including hospital accreditation.
• Governance of an organisation’s risk management, clinical performance measures, peer review and clinical decisions are used to evaluate and improve performance.

Clinical effectiveness

• Quality improvement activities are planned, prioritised and sustainable.
• Compliance with legislative and departmental policy requirements, including hospital accreditation.
• Governance of an organisation’s risk management, clinical performance measures, peer review and clinical decisions are used to evaluate and improve performance.

Consumer participation, clinical effectiveness, an effective workforce and risk management are the four domains of quality and safety that provide a conceptual framework for strategies to enhance the delivery of clinical care.

Health service governance

The governance of clinical governance within the context of the broader governance role of boards, which includes planning, resource allocation, managing risk, remunerating performance and making decisions with strong performance requirements.

Service improvement activities are planned, prioritised and sustainable.

Key policy drivers

• The focus is on the consumer experience throughout the continuum of care.
• Priorities and strategic direction are communicated clearly.
• The health workforce has the appropriate qualifications and experience to provide safe, high quality care.
• There is an expectation that all health services will have a formal and effective clinical governance framework in operation.

This document is intended to guide health services to implement this framework or review and further develop existing frameworks in place. Whilst it is not prescriptive the intention is that health services will adapt the framework to meet local practices and organisational structures.

Commonwealth Department of Human Services, Melbourne.

The following principles provide a basis for supporting excellence and good governance of clinical care:

• Clinical care delivery is evidence based.
• Standards of clinical care are clearly articulated and communicated.

Consumer participation, clinical effectiveness, an effective workforce and risk management are the four domains of quality and safety that provide a conceptual framework for strategies to enhance the delivery of clinical care.

Within each domain there are a number of quality and safety management functions that require direction and oversight by governing bodies.

The health workforce has the appropriate qualifications and experience to provide safe, high quality care.

11,12

• Clinical care delivery is evidence based.
• Compliance with legislative and departmental policy requirements, including hospital accreditation.
• Governance of an organisation’s risk management, clinical performance measures, peer review and clinical decisions are used to evaluate and improve performance.

Clinical effectiveness

• Quality improvement activities are planned, prioritised and sustainable.
• Compliance with legislative and departmental policy requirements, including hospital accreditation.
• Governance of an organisation’s risk management, clinical performance measures, peer review and clinical decisions are used to evaluate and improve performance.

Clinical governance is, at its core, about being accountable in their care.

Rural and Regional Health and Aged Care Services

The focus is on the consumer experience throughout the continuum of care.

• Priorities and strategic direction are communicated clearly.
• There is an expectation that all health services will have a formal and effective clinical governance framework in operation.

This document is intended to guide health services to implement this framework or review and further develop existing frameworks in place. Whilst it is not prescriptive the intention is that health services will adapt the framework to meet local practices and organisational structures.


Directions for your health system: metropolitan health strategy (Department of Human Services, 2000).

Community advisory committee guidelines: non-statutory consultation and participation (Department of Human Services, 2000).


Clinical governance is defined as:

the system by which the governing body, managers, clinicians and staff share responsibility and accountability for the quality of care, continuously improving, minimizing risks, and fostering an environment of excellence in care for consumers/patients/residents.

Conducting and defining the scope of clinical practice and governance of an organisation’s risk management, clinical performance measures, peer review and clinical decisions are used to evaluate and improve performance.

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Clinical governance is defined as:
clinicians and staff share responsibility and accountability for the quality of care, continuously improving, minimizing risks, and fostering an environment of excellence in care for consumers/patients/residents.

Health service governance

Clinical effectiveness is ensuring the right care is provided to the right patient who is informed and involved in their care at the right time by the right clinician with the right skills in the right way.

Effective workforce

Key policy drivers

A series of broader policies and guidelines support the clinical governance framework. These policies and guidelines are:

Key policy drivers

Health service governance

The governance of clinical care occurs within the context of the broader governance role of boards, which includes the accountability for setting strategies and policies, ensuring that the systems and processes are in place to support clinical practices, achieving high quality care and ensuring clinicians participate in governance activities.

Clinical governance framework

The health service board is ultimately accountable for the quality and safety of clinical services to the Minister for Health, and through the Minister to the community.

Strategies should be in place to ensure:

• there is clear, open and respectful communication for a health workforce with appropriate skills and professional group mix.

Strategies should be in place to ensure:

• the workforce is supported through training, development and experience to provide safe, high quality care.

Strategies should be in place to ensure:

• consumers are empowered to participate in their care.

Strategies should be in place to ensure:

• consumers are empowered to participate in their care.

Strategies should be in place to ensure:

• consumers participate in organisational processes including planning, improving and reviewing.

Strategies should be in place to ensure:

• the workforce is supported through training, development and experience to provide safe, high quality care.

Strategies should be in place to ensure:

• consumer rights and responsibilities of ‘patients’ are promoted in a manner that assures quality and safety issues have been considered and acted on.

Governance of an organisation occurs at all levels and the separate roles and responsibilities of ‘patients’ are promoted in a manner that assures quality and safety issues have been considered and acted on.

Governing Boards and Committees

The term and concept of clinical governance is increasingly being used in the development of information resources and communication strategies for patients, residents and carers.

Strategies should be in place to ensure:

• new procedures and therapies are introduced in a manner that assures quality and safety issues have been considered and acted on.

Strategies should be in place to ensure:

• governance of an organisation occurs at all levels and the separate roles and responsibilities of ‘patients’ are promoted in a manner that assures quality and safety issues have been considered and acted on.

Strategies should be in place to ensure:

• the governance of clinical care occurs within the context of the broader governance role of boards, which includes the accountability for setting strategies and policies, ensuring that the systems and processes are in place to support clinical practices, achieving high quality care and ensuring clinicians participate in governance activities.

Strategies should be in place to ensure:

• consumers participate in organisational processes including planning, improving and reviewing.

Strategies should be in place to ensure:

• the workforce is supported through training, development and experience to provide safe, high quality care.

Strategies should be in place to ensure:

• consumer rights and responsibilities of ‘patients’ are promoted in a manner that assures quality and safety issues have been considered and acted on.

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Strategies should be in place to ensure:

• the governance of clinical care occurs within the context of the broader governance role of boards, which includes the accountability for setting strategies and policies, ensuring that the systems and processes are in place to support clinical practices, achieving high quality care and ensuring clinicians participate in governance activities.
The way forward

This framework is the department’s policy on clinical governance. The following actions summarise the key requirements for effective implementation of the clinical governance framework:

• All relevant stakeholders must demonstrate understanding of the clinical governance framework and their roles and responsibilities in implementation.

Health Services

Each health service will;

• Communicate the clinical governance framework to health services and their stakeholders, including patients and families,

• Develop a set of core quality and safety indicators designed to minimise error and ensure clear, unambiguous communication.

• Ensure adequate internal documentation to ensure compliance with the framework.

• Develop a defined system for managing any complaint or concerns about a clinician is in place, promoted and is regularly reviewed for effectiveness.

• Review its own clinical governance structure to ensure consistency with the statewide framework.

Department of Human Services

The Department of Human Services will;

• Review its own clinical governance structures and activities.

• Ensure internal documentation to ensure compliance with the framework.

Compliance Monitoring

The Department of Human Services will develop an audit mechanism for clinical governance within health services.

References


8. 2005 Victorian Public Hospitals Patient Charter: Right Care, Victorian Government Department of Human Services, Melbourne


Accessibility

If you would like to receive this publication in an accessible format, please phone Statewide Quality Branch on 03 9096 7201 using the National Relay Service 13 36 77 if required. This document is also available in pdf format on the Internet at www.health.vic.gov.au/clinrisk.
The way forward

This framework is the department’s policy on clinical governance. It follows the Australian Council on Healthcare Standards (ACHS) model in its focus on clinical governance as a key requirement for effective implementation of the legislative requirements of the Victorian Health Service Reform Act 2001 and other related laws and regulations. It is designed to provide a framework and consistent approach to clinical governance across all health services and other stakeholders. It aims to achieve a culture of organisational excellence and continuous improvement, enabling the delivery of safe, effective and efficient services to the people of Victoria.

References

7. The Victorian Health Incident Management System (VHIMS), Victorian Government Department of Human Services, Melbourne.

Accessibility

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The way forward
The framework is the Department's policy on clinical governance. It establishes the key requirements for effective implementation of the clinical governance framework. It reflects the Victorian Health Incident Management System (VHIMS) and provides a consistent approach to clinical governance across Victorian health services.

Health Services
Each health service will;

• Communicate the clinical governance framework to health services and other stakeholder groups, including private hospitals.
• Develop a set of core quality and safety indicators in clinical governance processes, integrating these with a range of national processes.
• Develop a defined system for managing any complaint or concerns about a clinician is in place, promoted and is regularly reviewed for effectiveness.

Compliance Monitoring
The Department of Human Services will adopt and monitor the Victorian Health Incident Management System (VHIMS) as the state's clinical governance system.

References
7. Department of Human Services, 2004, Clinical risk management strategies should be in place to ensure:
• clinical incidents are identified and reported consistent with the requirements of the Victorian Health Incident Management System (VHIMS).
• a defined system for managing any complaint or concerns about a clinician is in place, promoted and is regularly reviewed for effectiveness.
• clinical processes and technology supports are developed to enhance outcomes in settings, goals, objectives and business processes.

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