



# Clinical Governance and Quality

Version 10.1 – August 2024

**Acknowledgement of Country**

The CPL Group acknowledges the Traditional Custodians of country throughout Australia, and we pay our respects to Elders past, present, and emerging. We are committed to honouring Aboriginal and Torres Strait Islander peoples and their unique cultural and spiritual relationship to land, water and seas and their rich contribution to society.

**Pictured on front cover:**

Desmond and Michael, 2021

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## Clinical Governance

# CPL Group places the safety of its clients and the quality of its services that is delivered as its highest priority.

A focus on safe, quality services and striving for excellence ensures the well-being of our clients and staff. The CPL Group Clinical Governance and Quality Framework is critical to ensuring CPL Group delivers on its strategic pillar of **People First - safe, high-quality experiences every day.**

- The safety and well-being of our clients and employees are the driving force behind all we do.
- We will invest our energy and resources into our people to ensure they are equipped to deliver for our clients and be their personal best every day; and recognise and reward their efforts.
- With an open and curious mindset, we will continuously engage our clients and our workforce on ways to improve our client and employee experiences – and act upon their insights.

CPL Group's definition of Clinical Governance has been adapted from the Australian Commission on Safety and Quality in Health Care, National Model Clinical Governance Framework, 2017. Clinical Governance is an integrated component of corporate governance. It ensures that everyone – from frontline support and service delivery staff to managers and members of our Board – is accountable to our clients and communities for assuring the delivery of services that are safe, effective, integration, high quality and continuously improving.

## CPL Group's Clinical Governance and Quality Framework

1. Excellence in Clinical Management
2. Quality in Practice
3. Safety & Risk
4. Collaboration & Partnerships
5. Education & Competency
6. Performance & Outcomes

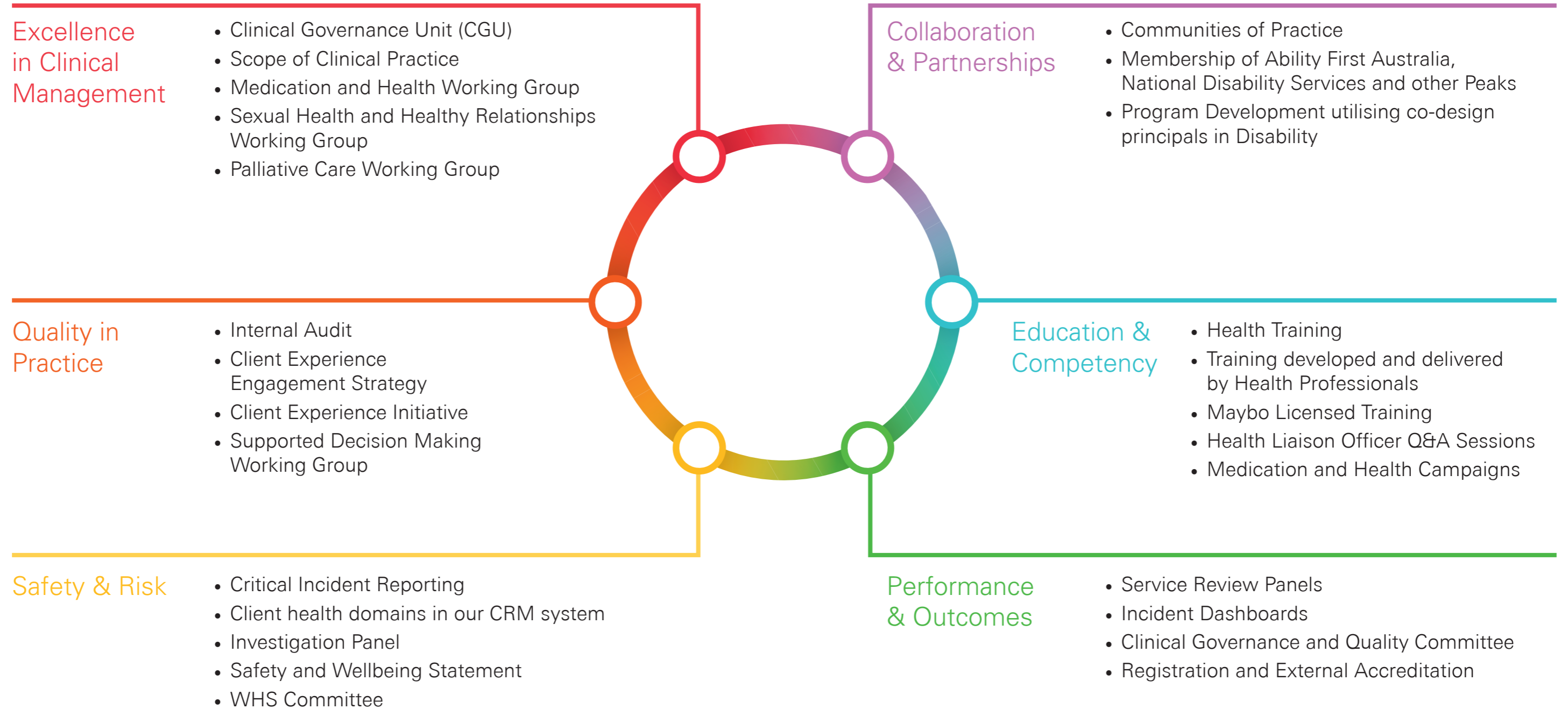
Clinical Governance at CPL Group encompasses a set of principles that inform processes and underpin the delivery of all CPL Group client-facing services to ensure that they are safe, effective, focused on client outcomes, and represent best practice. CPL Group assesses the quality and safety of its clinical services against recognised external and internal standards.



Pictured: Gustavia and Kylie, 2024

## Clinical Governance Summary

# Clinical Governance and Client Partnership



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## Roles and Responsibilities in Clinical Governance

### Everyone at CPL Group has a role in ensuring the safety and quality of care is delivered to clients

The various roles are described broadly below—further details of safety and quality roles and responsibilities in individual role descriptions and various policies and procedures.

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Clients	Clients and their families/decision makers participate as partners to the extent that they choose – in their own care and in organisation design and governance.
Client Facing Staff	<p>Client facing staff work within their scope of practice and are supported to do so through effective management systems and regular health training.</p> <p>They are responsible for day-to-day care and support and knowing when to escalate matters.</p>
Clinical Governance Unit (CGU)	<p>CGU clinicians work within, and are supported by, well-designed clinical systems to deliver safe, high-quality clinical care.</p> <p>Clinicians are responsible for the safety and quality of their own professional practice in line with professional codes of conduct.</p>
Executive and Senior Managers	Executive and Senior Managers advise and inform the Board and operate the organisation within the strategic and policy parameters endorsed by the governing body.
CPL Board	<p>The CPL Board is ultimately responsible for ensuring that the organisation is run well and delivers safe, high-quality care.</p> <p>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.</p>

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Pictured: Samuel and Gale, 2024





## Scope and Governance in Action

Clinical Governance will be demonstrated by the development and implementation of practices which represent:

# Excellence in Clinical Management

## Scope

### Person-Centred Care

The client is at the forefront of the mind in assessing needs, planning supports, reducing risk, and supporting choice and control.

### Best Practice

Policies and procedures reflect contemporary and best practice. Procedures are reviewed within set timeframes, reflect current research, and engage subject matter experts as required.

### Evidence Based

Policies, procedures, and interventions are based on available evidence. Clear information is provided to consumers where individual choices may not reflect recommended practice.

### Reflective Practice

Interactions encourage the reflection of current practices, impacts, and gaps that may require action.

### Innovation

Wherever possible, opportunities to respond creatively and flexibly are explored. Requests which may challenge traditional service delivery principles are explored to enable informed decision-making.

### Cultural Sensitivity

Culturally sensitive practices are embedded in service delivery.

### Leadership

CPL Group Leaders and CGU members encourage the development of CPL Group staff, foster engagement with procedures, explore barriers to change, and identify areas for improvement. CGU members maintain knowledge and skills in relevant areas of practice to strengthen their leadership across service delivery.

## Governance in Action

### Processes and Practice

- Clinical team – Health Liaison Officers to support and develop the scope of practice for Support Workers
- Scope of clinical practice
- Policies and Procedures
- Medication and Health Working Group
- Sexual Health and Healthy Relationships Working Group
- Palliative Approach to Care Working Group

### Client Partnership and Co-Design

- Intake and assessment meeting
- Review meeting Service Planning
- Clinical observations and review
- Health support planning
- SIL and NDIS planning

### Measure and Reporting

- Client file reviews – Care plans are current and in place for every client
- Adequate funding for each client
- Current policy, procedures, and staff tools



Pictured: Peter, 2024

# Quality in Practice

## Scope

### External Validation

Services meet or exceed the standards set by external bodies which are independently audited. Governance activities encourage continuous improvement and oversee the implementation of procedures that require clinical, or other expert support.

### Accountability

CPL Group meets requirements around the accountability of service delivery and reporting requirements. CPL Group staff contribute towards review, feedback, and implementation of activities that enhance service delivery.

### Compliance

Compliance is met for internal audits. CGU team members work collaboratively with key stakeholders to participate in internal audits and contribute towards practice improvements identified during an audit.

### Client Feedback

Through a variety of formats, client feedback is gathered and aggregated to assist managers and clinicians in better understanding the gaps in quality of service and opportunities for improvement.

## Governance in Action

### Processes and Practice

- Internal Audit and continuous improvement
- Client Engagement and Experience Strategy
- Client Experience Initiative
- Service Review Panel
- Audit and Assurance Committee

### Client Partnership and Co-Design

- CPL Group Advisory Board
- Focus Groups
- Client Experience Initiative Reference Group
- Research programs

### Measure and Reporting

- Continuous improvement register
- Meeting minutes and actions
- Client Experience Initiative reports
- Published research studies

Pictured: Shelly and Luke, 2023



# Safety & Risk

## Scope

### Risk Mitigation

Governance has a focus on mitigating and minimising the occurrence risks, and impact of incidents. Ongoing risks are proactively managed, and CGU are involved to contribute to practice in this area e.g. dignity of risk considerations, when appropriate.

### Risk Management

CGU team members contribute towards the risk management of incidents through collaborative practice with local teams and the Risk, Compliance, and Safety (RCS) team as required.

### Monitoring

High-risk activities are identified and monitored to reduce the likelihood of significant negative outcomes. Implemented changes in procedures are monitored to track outcomes, costs, and benefits for all parties.

### Systems

Safety is addressed through the establishment of systems and processes and CGU contribute to the continuous improvement of such systems and processes. Governance activities include existing system supports to ensure data integrity and escalation points are maintained.

### Responsive

Assistance is timely and related to the assessed or identified risk to clients, staff, or CPL Group's reputation. Escalation occurs within the required time frames.

### People

The capability of staff to identify, respond, and mitigate risk is monitored as part of the incident review, with performance process and workforce training in place to manage competency gaps.

## Governance in Action

### Processes and Practice

- Critical incident reporting
- Client health domains in our CRM system
- Investigation Panel
- Safety and Wellbeing Statement
- WHS Management System
- WHS Committee
- Provider Registration and Regulator Accreditation

### Client Partnership and Co-Design

- Holistic health management
- House meetings
- Centre and Hub meetings
- Safety Alerts

### Measure and Reporting

- Risk Plans for every SIL client
- Personalised emergency evacuation plans
- Client individual emergency management plan (SIL) are in place where requested
- Environmental and equipment checks
- Incident reporting



Pictured: Hannah and Sylwia, 2023

# Collaboration & Partnerships

## Scope

### Choice and Control

Client choice and control are supported in planning and decisions about clinical care. Respecting clients, families, and decision-makers as decision makers in health care and clinical support. CPL Group respects that people want to live the life they choose even if choices involve some risk, we support people to understand these risks and manage them.

### Collaborative Practice

The development and implementation of procedures and interventions will require collaborative practice across CPL Group and communities of practice support clinical scope.

### Stakeholder Engagement

CPL Group will engage relevant internal and external stakeholders and engagement partners as required.

### Consultation

In some instances, CPL Group will seek the expert advice of consultants for specific support. CGU Team Members may consult with individuals who are leaders in their field to inform practice across Services and Allied Health.

### Sharing Skills

Interactions will enhance opportunities for CPL Group staff, stakeholders, and expert advisors to share skills and knowledge for client and service outcomes.

### Structures

Organisational design supports working- together, agile decision-making, and accountability in meeting deliverables.

## Governance in Action

### Processes and Practice

- Communities of Practice
- Supported Decision Making Working Group
- Professional membership of Ability First Australia, National Disability Services and other Peaks.
- Program development utilising co-design principles

### Client Partnership and Co-Design

- Client information sharing
- Representation on external accessibility working groups
- Support for submissions to policy consultative processes

### Measure and Reporting

- Sector collaboration and availability of benchmark data
- Reports identifying trends and gaps at CPL Group
- State, National and sector recognition for contribution on reforms, practice excellence and infrastructure improvements

Pictured: Trevor, 2024





# Education & Competency

## Scope

### Improving Capability

A range of training packages are available to staff which enhances knowledge and skills and reflects best practice.

### Quality Assurance

Training packages are regularly reviewed to ensure they meet the needs of CPL Group clients and staff and are authored by individuals with relevant skills, abilities, or qualifications.

### Knowledge Retention

Training and other CGU supports will enhance the retention and application of knowledge of CPL Group staff.

### Knowledge Management

CGU team members will assist to grow and maintain the intellectual property of CPL Group.

### Continuous Learning

CPL Group will utilise the information available from data sources including internal audit reports, incident reports, and feedback from clients, and integrate this into training packages, procedures, or other feedback mechanisms.

### Knowledge and Skill Acquisition

Activities that support the development or consolidation of skills are actively implemented across service delivery. A range of supports are available for staff to enable them to participate in learning opportunities.

### Staff Performance

Clear performance expectations of staff that lead to high-quality client care.

## Governance in Action

### Processes and Practice

- Mandatory and specialist training developed and delivered by RN Trainers
- Maybo licensed training
- Health Liaison Officer Q&A sessions
- Medication and Health campaigns
- Rostering for client and skill matching

### Client Partnership and Co-Design

- Health support diaries
- Client feedback and complaints
- Targeted recruitment
- Client / staff-matching
- Client-supported recruitment

### Measure and Reporting

- Induction and refresher training reports
- Staff skills tagging and client matching
- Feedback & complaints reports and resolution



Pictured: Amy, 2022

# Performance & Outcomes

## Scope

### Client Focus

Governance activities will have the client central to their intent and consider clients and their support needs holistically.

### Operational Outcomes

Governance activities will ensure that outcomes for staff and services are continued areas of focus, this may be evident across a range of measures, such as an increased reporting on staff well-being, or a reduction in complaints.

### Performance

External assessment as part of accreditation and registration will form validation of the success of CPL Group programs and services and offer measures to benchmark with other service providers.

### Evidence

Data from sources including Riskman reports will be utilized to evidence and understand the impact of governance activities.

### Strategy

Governance activities will contribute towards the strategic purpose of CPL Group.

## Governance in Action

### Processes and Practice

- Service Review Panels
- Incident investigations and dashboards
- Clinical Governance and Quality Committee oversight
- Investigation Panel and reporting
- Registration and External Accreditation

### Client Partnership and Co-Design

- CPL Group Advisory Board
- Focus Groups
- Ability First Australia and Ability Roundtable benchmarking
- Regulator complaints process

### Measure and Reporting

- Continuous improvement register
- Minutes and actions
- Incident reports and dashboard data



Pictured: Tabatha, 2024

