



# Bendigo Day Surgery

Partner in Medical **Excellence**



## Clinical Governance Framework 2023-2026

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## Foreword

Bendigo Day Surgery is committed to ensuring the best high-quality care, treatment and services are provided to our patients at all times.

The Board of Directors is aware of the need for a structured approach to clinical governance accountabilities. This document provides the framework to ensure that all VMOs and staff at Bendigo Day Surgery understand their clinical accountabilities. This is also dependent on Bendigo Day Surgery having best practice systems which enable effective reporting, monitoring, and acting capabilities.

This commitment to excellence in care, treatment, and services through having a best practice clinical governance framework will ensure that Bendigo Day Surgery can provide evidence-based care and treatment.

The endorsement of this framework is representative of a commitment to ensure this will meet our needs now and into the future. The framework supports a partnership approach with our patients whatever their needs and allows our VMOs and staff to fully understand and deliver against their accountabilities for safe best practice clinical care.

Mr Tony Gray

Chair of the Board

September 2023

## Introduction

Bendigo Day Surgery is committed to delivering excellence in care and providing the highest possible levels of patient, carer, and visitor safety. The Bendigo Day Surgery Clinical Governance Framework sets out key structures, systems and processes that enable organisation-wide accountability for the delivery of high quality, safe care. An effective system of clinical governance that operates at all levels of the organisation is essential to ensure continuous improvement in the safety and quality of care. Good clinical governance makes certain that there is accountability and creates a 'just' culture that embraces reporting and supports improvement. Working in partnership with our patients, visitors and their families/carers is central to identifying safety and quality issues and the solutions that must be implemented.

The goal of the Bendigo Day Surgery Clinical Governance Framework is to drive behaviours, both individual and organisational, that lead to better patient care. The Framework includes principles to ensure high standards of clinical performance, clinical risk management, clinical audit, ongoing professional development, and well-developed processes to take action to manage adverse events.

**"Clinical governance is the set of relationships and responsibilities established by a health service organisation between its state or territory department of health, governing body, executive, clinicians, patients, consumers and other stakeholders to ensure good clinical outcomes."**

*(Australian Commission on Safety and Quality in Healthcare. National Safety and Quality Health Service Standards ACSQHC)*

**Bendigo Day Surgery markets itself as a "Partner in Medical Excellence." This statement is to inform that Bendigo Day Surgery is committed to partnering with all community medical services as well as the patients and their carers to ensure excellent outcomes for all customers of the Bendigo Day Surgery.**

## About Us

Bendigo Day Surgery (BDS) is a privately-owned day surgery located in West Bendigo, which provides day surgery facilities to local medical specialists, and their associates. It comprises a three operating theatre complex, IVF facilities and 22-day beds.

Bendigo Day Surgery is registered as a Day Procedure Centre, with the Department of Health, Victoria. Its prescribed services are: Surgical health services, and specialty services for the provision of infertility treatment and endoscopy services.

The philosophy of Bendigo Day Surgery is to:

- Provide patients with the highest level of care
- Treat patients and carers with respect
- Provide a safe and effective environment for treatment
- Provide sound, efficient management
- Provide a safe and happy workplace for employees

### **OUR VISION**

**To be a Partner in Medical Excellence**

### **MISSION STATEMENT**

**Bendigo Day Surgery is committed to:**

**Providing patients with the highest level of care**

**Treating patients and carers with respect and dignity**

**Providing an effective and safe environment for treatment**

**Providing professional, efficient, and confidential management**

**Providing a safe and happy workplace for employees**

## Clinical Governance Framework Overview

Bendigo Day Surgery's Clinical Governance Framework complements the general policy and procedures but focusses specifically on the clinical aspects of the Organisation's services.

The Framework sets out the Bendigo Day Surgery policy on clinical governance. All Bendigo Day Surgery executives, managers, staff – clinical and non-clinical, visiting health practitioners and other contracted staff are individually accountable to practice in accordance with legislative and regulatory requirements and to demonstrate personal accountability for the delivery of safe, high quality healthcare services.

## Purpose and Scope

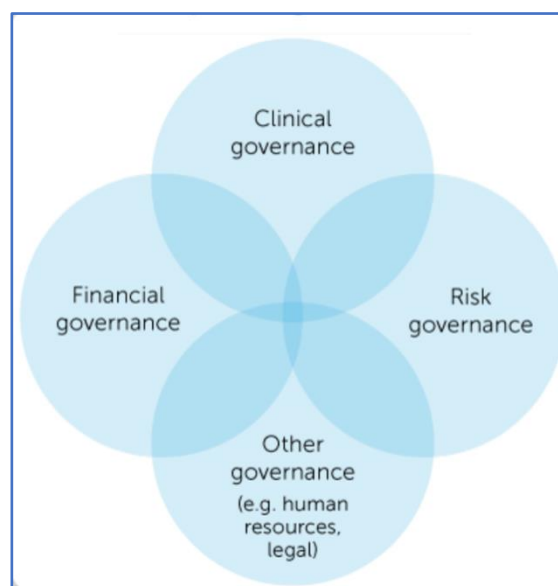
The purpose of the Clinical Governance Framework is to ensure that patients and consumers receive safe and high-quality health care through integrated corporate and clinical governance systems. Bendigo Day Surgery applies strategies and systems to stay accountable to patients and the community for continuously improving the safety and quality of their services.

This framework aims to guide Bendigo Day Surgery in applying clinical governance processes across the organisation with the purpose of ensuring that:

- The Organisation's goals and identified outcome priorities are achieved
- Patients, carers and visitors receive safe and high-quality care

This framework applies to all of Bendigo Day Surgery's employees (both clinical and non-clinical), Board members, volunteers, student placements and visitors. All of Bendigo Day Surgery's employees are expected to participate in maintaining effective and strong clinical governance, fulfilling their specified individual roles and responsibilities.

This framework applies to all of Bendigo Day Surgery's services and programs, but it does not prescribe specific treatment interventions.



Overview of Corporate Governance (Adapted from the ACSQHC, 2017)

Figure 2: Clinical governance domains



## Key Principles

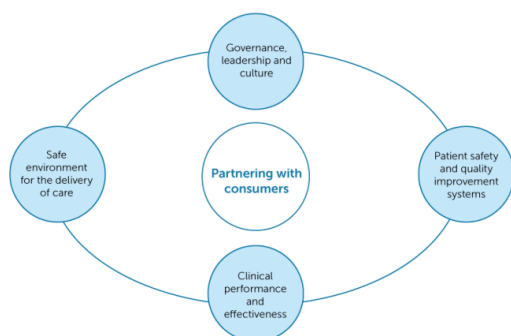
<b>Consumer Experience and Empowerment</b>	<p>We are committed to promoting a culture whereby every staff member provides exceptional care for every patient, every time. Consumers choose the level of input they wish to have, and they are invited to be involved in the decision-making process about the care they receive and outcomes they desire. Consumer input is used in the development of information resources and communication strategies to patients and their families, carers, and visitors.</p>
<b>Accountability and Ownership</b>	<p>All staff are directly responsible and accountable for the safety and quality of the care that they provide. Management is responsible and accountable for ensuring the systems and processes are in place to support staff in providing safe, high-quality care and ensuring clinicians and consumers participate in governance activities. The Board is ultimately accountable for the quality and safety of clinical services.</p>
<b>Transparency and Open Disclosure</b>	<p>There is an openness about failures – errors are reported and acknowledged without fear of inappropriate blame, and patients and their families are told what went wrong and why.</p>
<b>Strong leadership and clinical engagement</b>	<p>Policy and procedure systems promote safe, quality care and compliance with legislation. Health service staff actively participate and contribute their expertise and experience.</p>
<b>Continuous improvement</b>	<p>Reporting - Information on Quality and Safety is reported at all levels of the organisation.  Review – Review of processes and systems is a continuous process.  Feedback - We seek valuable feedback from consumers and staff.</p>
<b>Promoting a culture that ensures safe and quality care</b>	<p>A just culture recognises that errors and adverse events occur and is fundamental to becoming a high reliability organisation. Staff are encouraged to report risks and incidents without repercussions.</p>
<b>Legislative Compliance</b>	<p>There is compliance with legislative and regulatory requirements, including accreditation to the 8 NSQHS standards.</p>

## Components of the Clinical Governance Framework

The Clinical Governance Framework is made up of 5 components including:

- Governance, Leadership and Culture
- Patient Safety and Quality Improvement Systems
- Clinical Performance and Effectiveness
- Safe Environment for the Delivery of Care
- Partnering with consumers

*These are the five key components of an effective clinical governance framework as described in the National Safety and Quality in Health Service (NSQHS) Standards.*



### Governance, Leadership and Culture

At Bendigo Day Surgery we believe excellent care is well lead. We are committed to creating a culture where every member provides exceptional care for every person, every time by:

- Establishing clinical governance systems
- Promoting a culture of safety and quality
- Partnering with patients, carers and the community

- Communicating and prioritising safe, high-quality care
- Accountable 'blame-free', learning culture
- Maintain safety, quality system performance
- Define safety and quality roles and responsibilities
- Address health needs of the culturally diverse communities where required
- Embed cultural diversity

### Patient Safety and Quality Improvement Systems

Bendigo Day Surgery has safety and quality systems integrated with governance processes to actively manage and improve health outcomes for our consumers. This includes:

- Systems for the delivery of care are regularly reviewed to support safe, high-quality care
- Systematic audits of safety and quality systems
- Clinical workforce engaged in review and monitoring of safety and quality systems
- Workforce are subject to periodic review of performance
- Encourage identification, management and mitigation of risks
- Risk management system in place (RiskClear) to identify and manage risks and incidents.
- Health records are available at the point of care.
- Promoting a culture of continuous quality improvement



### Clinical Performance Effectiveness

Bendigo Day Surgery ensures clinical performance and effectiveness relate to processes to ensure that the workforce has the right qualifications, skills and supervision to deliver exceptional health care by:

- Monitoring compliance with standards, guidelines and legislation
- Provision of evidence based clinical practice guidelines
- Applying lessons learnt from consumer and carers experiences
- Ensuring clinical professional accountability
- Credentialing and defining scope of practice
- Evaluating variations in service outcomes to improve service outcomes
- Provision of education on safety and quality management systems

### Safe Environment for the delivery of care

The provision of exceptional health care for consumers is achieved through coordination and planning, along with appropriate allocation of resources to ensure the safety and security of consumers and team members by:

- Ensuring facilities and work processes are designed for safety and quality
- Access to calm, quiet environments when required
- Delivery of services promotes safe and high quality care
- Clinicians are engaged in coordination and planning of the service environment

- Consumers are engaged in the development of new services and buildings
- Appropriate resources are effectively allocated
- Identified concerns in the environment are responded to in a timely manner
- Information is visible and accessible

### Partnering with Consumers and Carers

Bendigo Day Surgery is committed to a person-centred approach at all levels of the organisation. This includes a focus on shared decision making to ensure that consumers are involved in their own care.

Current activities used to partner with consumers:

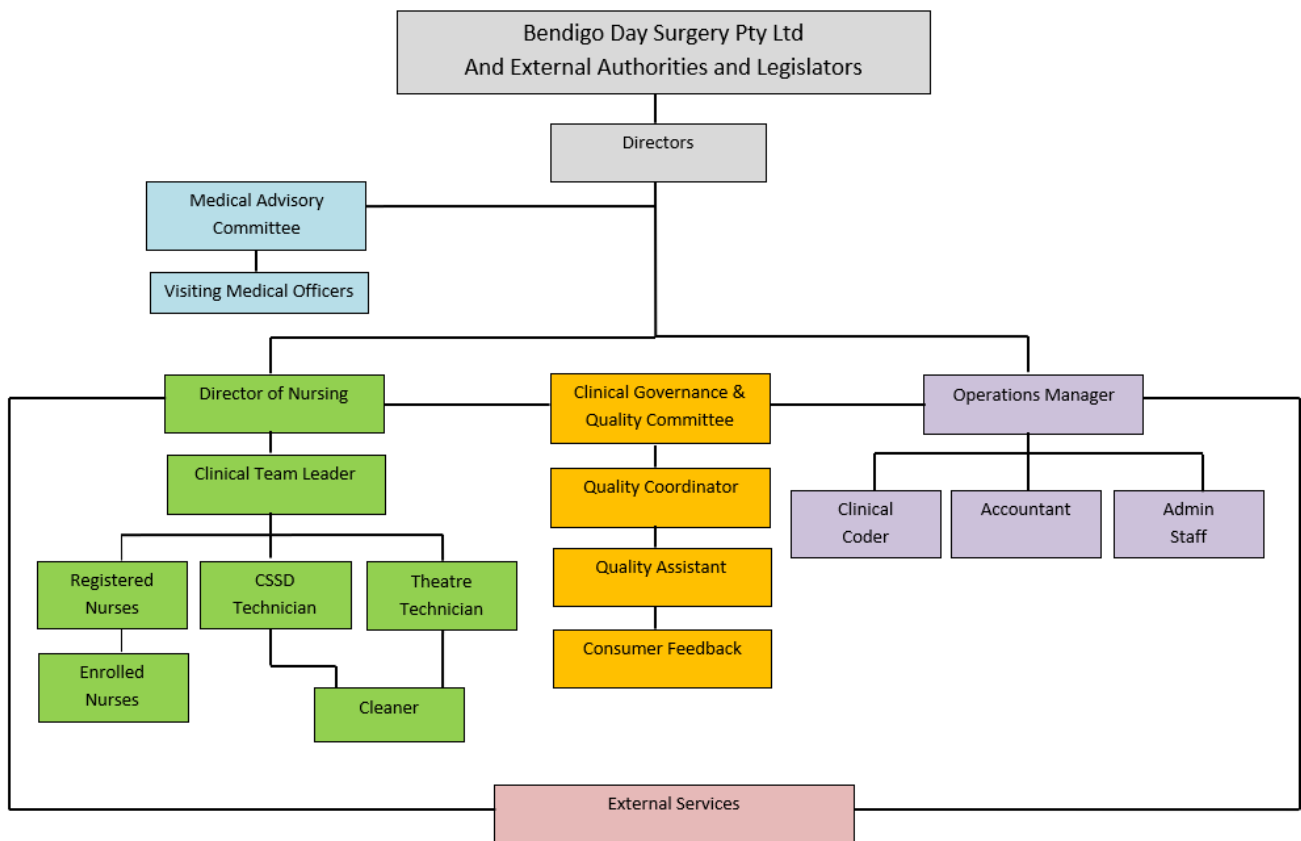
- Provision of Safety and Quality Data as a patient booklet in waiting area and information on the BDS website
- Review of Safety and Quality data by a consumer representative prior to Board of Directors meetings
- Training of workforce in Partnering with Consumers and Patient Centered Care as part of the BDS Mandatory staff education
- Consumer review of relevant documents
- Patient feedback forms provided for patients and their carers
- Annual Consumer Focus Groups
- Annual consumer surveys
- Maintenance of Patient Complaints procedure
- Open disclosure procedure
- Information to consumers on their healthcare rights

## Implementing the Clinical Governance Framework

While all staff at Bendigo Day Surgery have a level of responsibility for the quality of the service, there are different degrees and levels of responsibility that apply. This Framework provides overarching guidance for the establishment of clinical governance structures and processes to ensure aligned and comprehensive monitoring and reporting of clinical quality and safety at all levels of the organisation.

BENDIGO DAY SURGERY ORGANISATIONAL CHART

Bendigo Day Surgery



QCF 11 R 3  
11/07/2023

## Role of Organisation Members

### Licensee Company – Bendigo Day Surgery PTY LTD

Bendigo Day Surgery Pty Ltd is responsible for the financial, legal, and ethical requirements of the business.

### Victorian Health Department (DHS)

This department must be notified of the following:

- Any sentinel events, within 3 days of event
- All Catastrophic (ISI 1) incidents such as: fires, bomb threats and patient deaths
- All major structural changes to buildings
- Persistent failure of Licensee to correct a Not Met action
- Changes to directors and senior appointments

### Directors

The Board of Directors are the highest level of governance at Bendigo Day Surgery. Along with their fiduciary responsibilities, the Board of Directors is responsible and accountable for ensuring that BDS management has systems and processes in place to support clinicians to provide safe, high-quality care, and has a responsibility to monitor the effectiveness of such systems and processes.

### Authorised Representatives

The Director of Nursing and the Operations Manager are authorised representatives of the Board of Directors

The delegation of authority for all directors and staff at Bendigo Day Surgery was formalised in 2016 with the creation of GP 23 - Bendigo Day Surgery – Delegation of Authority.

The Board of Directors have endorsed the Director of Nursing as the Management Representative of the Safety and Quality Management System.

### Medical Advisory Committee

This Medical Advisory Committee (MAC) is a sub-committee of the Board of Directors and is responsible for review of:

- Any new applications for VMO credentialing
- Review of all Clinical Indicators
- Any Issue/incidents and Corrective Actions requested by DON
- Review of Safety and Quality activities via DON report
- Reporting from Infection Prevention & Control
- Patient, staff and VMO complaints
- Patient questionnaire results
- New equipment purchases
- Any persistent failure of Licensee to correct a problem and to report same to Vic Health Department (DHS)

The Medical Advisory Committee Terms of Reference define the role, functions, and responsibilities of the Medical Advisory Committee.

## Clinical Governance & Quality Committee (previously Management Review Committee)

The Clinical Governance & Quality Review Committee has responsibility to:

- Monitor and review key clinical systems and processes to ensure they are effective and robust
- Refer clinical safety and quality issues to the Medical Advisory Committee or Board as required
- To provide advice and support to ensure that appropriate standards are implemented
- Monitor the services performance across all dimension of quality and safety, including patient satisfaction and experience.

These functions may be undertaken by a single clinical governance committee or form part of the accountabilities of existing clinical quality and safety or other management committees depending on the needs of the service.

### Visiting Medical Officers

VMOs are responsible for operating at Bendigo Day Surgery in accordance with relevant procedures and policies and the rules of the Bendigo Day Surgery (QCF4).

### All Staff

All staff at BDS are responsible for their own work practices:

- Required to work within their scope.
- Report any safety & quality risks.

- Adhere to any registration requirements.
- Complete mandatory training as required.

## Monitoring and Progress

### Internal Evaluation

Safety and quality data are regularly reported to relevant working groups and committees at all levels in the organisation. This information guides our decisions and actions to ensure the delivery of safe quality care. This Clinical Governance Framework will be reviewed every three years.

### External Evaluation

Bendigo Day Surgery has engaged Global Mark Pty Ltd as their accrediting agency and is accredited to the 8 National Safety & Quality Health Service (NSQHS) Standards on 3-year cycle.

## References

[Australian Commission on Safety & Quality in Health Care](#) (ACSQHC) (2017) National Model Clinical Governance Framework

[ACSQHC \(2018\)](#) National Safety & Quality Health Service Standards guide for governing bodies

Safer Care Victoria (2017) Delivering high-quality healthcare Victorian clinical governance framework

## Version Control

Version	Change Summary	Effective from	Effective To
1	New document	September 2023	September 2026

The following documents are to be read in conjunction with this framework:

- Partnering with Consumers Policy
- Integrated Risk and Quality Policy