



# **e-hub Health Clinical Governance Framework**

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## e-hub Health Clinical Governance Framework

The e-hub Health Clinical Governance Framework allows for all levels of governance to understand how e-hub Health delivers safe and high-quality healthcare.

Within the development of our policies and procedures, we have considered the fundamentals of this framework, ensuring accountabilities are documented and processes of reporting stated. e-hub Health ensures the incorporation of many areas of clinical governance to support our day to day function.

### 1 Organisational governance of e-hub Health

Clinical governance is an integrated component of corporate governance at e-hub Health.

#### 1.1 Key concepts

The e-hub Health Board acknowledges the concepts and practices of corporate governance, which is recognised as a responsibility of governing bodies, and is distinguished from responsibility for management and service delivery.

Clinical governance is founded in, and consistent with, broader concepts of corporate and organisational governance.

e-hub Health's clinical governance involves a comprehensive set of leadership behaviours, policies, procedures, monitoring, and improvement mechanisms in order to develop a culture of safety and quality improvement, and ensures effective partnership with service users (including children and young people) and their support people occurs throughout the organisation's systems.

#### 1.2 Responsibilities of e-hub Health governing bodies

Good governance is the responsibility of the e-hub Health Board. As part of this Clinical Governance Framework, the e-hub Health Board will:

- Set the strategic and policy framework.
- Delegate clinical responsibilities to the e-hub Health Clinical Governance Committee as per an endorsed Terms of Reference.

The purpose of the Committee is to maintain oversight and assist the e-hub Health Board in fulfilling its accountabilities in the clinical aspects of the National Safety and Quality Digital Mental Health Service (NSQDMH) Standards. The Committee is responsible for providing best-practice clinical decision making through a culture that ensures the quality and safety of healthcare, builds a service user awareness of trust through providing equitable access, acts to promote comprehensive care through optimising health outcomes and provides appropriate clinical recommendations to the e-hub Health Board.

- Supervise the performance of the Clinical Governance Committee.
- Monitor the performance of the organisation and ensure that there is a focus on continuous quality improvement.
- Be responsible for endorsing the Clinical Governance Framework and clearly defining the roles and responsibilities for the Board itself, the committee, and for the workforce.
- Provide oversight and monitoring for reports on performance and effectiveness, safety and quality improvement systems, incident management, feedback and complaints management and risk management.
- Supported by the Clinical Governance Committee, establish principles and practices within the governance framework that support the ability to adapt to best practice guidelines for delivery of digital mental health services, and continue to deliver a safe, high-quality and effective service to our service users.

### 1.3 Quality of Services and Clinical Governance

The e-hub Health Board (and the e-hub Health Clinical Governance Committee) will contribute to the effective delivery of digital mental health health services to:

- Act in the best interests of service users in all decisions and actions;
- Show a commitment to ensuring quality, safety and effectiveness in the delivery of services;
- Work collaboratively with other services within the industry to provide effective services;
- Understand and respond to the needs of service users;
- Inform the delivery of services to the community in an open and transparent manner;
- Ensure the organisation maintains an environment:
  - free from bullying, harassment and discrimination;
  - where respect and diversity is embraced; and
  - where a positive workplace culture is based on mutual trust and respect;
- Be open to feedback and complaints from service users, ensuring complaints are dealt with quickly and transparently;
- Engage with clinicians, service users and other stakeholders in planning, developing and delivering of appropriate digital mental health services;
- Review opportunities for research and development relevant to the delivery of digital mental health; and
- Offer and promote opportunities for training and education relevant to the delivery of health services.

## 2 e-hub Health Clinical Governance and alignment with National Model Clinical Governance Framework

This section describes how clinical governance is an integrated component of broader corporate governance and sets out the key elements of the Clinical Governance Framework.

### 2.1 Clinical governance as a component organisational governance

The e-hub Health Board ensures that clinical governance is an integrated element of its overall responsibility and accountability to govern e-hub Health.

Clinical governance is a component of broader systems for corporate governance as illustrated below:

Figure 1: Corporate governance responsibilities



The e-hub Health Board recognises the importance of the following:

- Clinical governance is of equivalent importance to financial, risk, technical and other business governance;
- Decisions regarding other aspects of corporate governance can have a direct impact on the safety and quality of service delivery, and decisions about service delivery can have a direct impact on other aspects of corporate governance, such as financial performance and risk management;

- Clinical governance can only be effective with direct input from individuals with clinical expertise;
- The ability to adapt and evolve to meet the needs of our service users and the progress in best practice is imperative to running a safe digital mental health service;
- Members of the e-hub Health Board, the Clinical Governance Committee and the workforce have individual and collective responsibilities for ensuring the safety and quality of our service delivery.

## 2.2 Priorities of the Clinical Governance Framework

In line with the National Model Clinical Governance Framework and e-hub Health's organisational aims, the key priorities of the Clinical Governance Framework are as follows:

- Full and coherent integration of clinical functions within the overall corporate governance system;
- Maintenance of strong safety and quality improvement systems in clinical components of our service delivery;
- Maintenance, monitoring and improvement of the safety, effectiveness and quality of our service delivery;
- Improvement of mental health outcomes for service users;
- Ensuring all decisions made with regards to the management of the organisation and the design, development and delivery of our services are underpinned by good ethical principles and a focus on the safety, quality, performance and effectiveness of our services.

## 2.3 Components of the Clinical Governance Framework

The components of this Clinical Governance Framework are:

- **Governance, leadership and culture** – integrated corporate and clinical governance systems are established and used to improve the safety and quality of healthcare for service users. The roles and responsibilities for this component of the Clinical Governance Framework relate to the establishment of, and participation in, corporate and clinical governance systems.
- **Service user safety and quality improvement systems** – safety and quality systems are integrated with governance processes to actively manage and improve the safety and quality of health outcomes for service users. Roles and responsibilities for this component of the Clinical Governance Framework relate to the various service user safety and quality processes that are part of effective clinical governance systems.
- **Clinical performance and effectiveness** – the clinical workforce has the right qualifications, skills and supervision to provide safe, high-quality health care to service users. Roles and responsibilities for this component of the Clinical Governance Framework relate to the

processes that exist in effective clinical governance systems for ensuring that the workforce has the right qualifications, skills and supervision to deliver safe and high-quality care.

- **Safe environment for the delivery of care** – the environment promotes safe and high-quality healthcare outcomes for service users. Roles and responsibilities for this component of the Clinical Governance Framework relate to the creation of an environment that supports safety and quality.
- **Partnering with service users** – systems are designed and used to support service users to be partners in healthcare planning, design, measurement and evaluation. Elements of this component include:
  - clinical governance and quality improvement systems to support partnering with service users;
  - partnering with service users in their own care;
  - health literacy; and
  - partnering with service users in organisational design and governance.

Roles and responsibilities for this component of the Clinical Governance Framework relate to the way in which service users are involved in partnerships in their own care, and in organisational design and governance.

Partnerships with service users (and their support people) are central to the development, implementation and evaluation of health policies, programs and services.

**Figure 2: Partnering with Service Users Elements**



## 2.4 Importance of culture in clinical governance

e-hub Health has a positive culture of safety which is evident at all levels of the organisation. The Clinical Governance Framework will strive to support a work culture that has:

- Strong leadership to drive the safety culture;
- Strong management commitment, with safety culture a key organisational priority;
- Team members that are engaged and always aware that things can go wrong;
- Acknowledgement at all levels that mistakes occur;
- Ability to recognise, respond to, give feedback about, and learn from, adverse events;
- Ability to adapt and evolve to suit the changing needs of our service users or the technology that we utilise;
- Strong monitoring systems for risk, incidents, complaints and quality improvements;
- A comprehensive internal auditing system to monitor compliance.

## 3 Roles and responsibilities for clinical governance

At all levels within e-hub Health, roles, responsibilities and accountabilities for safety, quality and clinical governance are clearly defined through the organisational chart and position descriptions. The e-hub Health Board's roles and responsibilities are clearly defined through the e-hub Health Board Charter, and the roles and responsibilities of the Clinical Governance Committee are detailed in policies, procedures and the Committee Terms of Reference.

The Managing Director regularly assesses the systems in place to help the team perform their clinical governance roles, such as:

- Identifying the appropriate structures and processes to manage and monitor clinical performance expertise.
- Describing the expected outcomes in safety and quality through the organisation's vision, mission and goals.
- Providing our workforce with detailed position descriptions to maintain clarity in their role and scope of practice.
- Setting the requirements for time frames, targets, and reporting on safety and quality performance.
- Monitoring implementation and compliance with strategic, business, or safety and quality improvement plans.
- A structured performance development system for the team that incorporates a regular review of their engagement in safety and quality activities, including peer review and audit and goal-setting for future activities.



Good clinical governance provides confidence to the community and everyone who works in e-hub Health that systems are in place to support the delivery of safe, high-quality health outcomes by defining safety and quality roles and responsibilities within the organisation. Broadly, these roles are defined in the following table:

| Role                                       | Responsibilities  |
|--|---|
| <b>e-hub Health Board</b>                  | <ul style="list-style-type: none"> <li>● Overall responsibility for clinical governance and for monitoring the performance of the Clinical Governance Committee</li> <li>● Review and endorse governance policies</li> <li>● Monitor e-hub Health’s financials, risks, compliance, human resources, work health and safety and service delivery practices</li> <li>● Develop the strategic direction of the organisation and alignment to mission, vision and values</li> <li>● Undertake Board self-assessment and improve on governance practice</li> </ul>   |
| <b>e-hub Clinical Governance Committee</b> | <ul style="list-style-type: none"> <li>● Report on the effectiveness of the Clinical Governance Framework to the Board and recommend areas for improvement</li> <li>● Develop, monitor and endorse clinical governance policies and frameworks</li> <li>● Set clinical priorities and strategic directions for ethical, safe and high-quality care</li> <li>● Monitor and report to the Board on clinical incidents, risks, quality improvements and complaints, clinical audit outcomes and clinical performance data and trend analysis. Immediately notify any serious clinical incidents or near misses to the Board for consideration and root cause analysis.</li> <li>● Undertake committee self-assessment and improve on governance practice</li> <li>● Consider safety and quality of service users in all business decision making</li> <li>● Regularly review the service offerings to ensure good clinical outcomes and alignment to best practice</li> <li>● Apply ethical principles to all business decision making surrounding design, development and delivery of clinical services</li> <li>● Provide training and support to the workforce</li> <li>● Undertake credentialing and scope of practice processes for all new and existing clinical team members</li> </ul> |

|                  |  |
|------------------|--|
| <b>Workforce</b> | <ul style="list-style-type: none"><li>● Comply with governance policies and procedures</li><li>● Be familiar with roles and responsibilities as detailed in position descriptions, contracts or duty statements</li><li>● Be familiar with strategic directions of e-hub Health</li><li>● For clinicians, maintain up to date registration with the relevant professional registering body, and stay up to date on continuous professional development requirements.</li></ul> |
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