

Clinical Governance

Our Quality Care Framework

April 2022

Welcome

We are excited to release our Quality Care Framework to inform and guide good clinical governance across the UFS Pharmacies' business. This framework has been developed to better meet the needs of our community, as we seek to deliver quality health and wellbeing outcomes across our pharmacy and related businesses.

The framework has been developed through a consultative process engaging team members across each business type and representing relevant functions that connect with the clinical processes our businesses utilise.

UFS Pharmacies has an integral role in the health and wellbeing of our community, a role that the organisation values greatly. Effective clinical governance systems are fundamental to UFS Pharmacies delivering a quality service to the community. These systems need to be constantly reviewed, evaluated and amended, as our business responds to the evolving needs of our consumers. It is intended that this framework will form the basis of a solid clinical governance system to enable that to happen.

While the framework will be the cornerstone of Clinical Governance throughout the organisation, it is not an end in itself, but a significant piece of work that will guide the organisation in delivering quality services to the community now and in the future.

Our Board and the Leadership Team are committed to developing and delivering high quality health and wellbeing services to the community, which is underpinned by our strategic pillars.



Nicole Cox
Chairwoman



Michael Fleming
Chief Executive Officer

Business background

Bendigo United Friendly Societies Pharmacies Limited (BUFS) is a not for profit friendly society founded in 1872. In 2005, BUFS joined with Central Victorian Friendly Society Limited (CVUFS), (formerly Box Hill United Friendly Society Limited) to form a group which now operates five pharmacies along with related businesses in the Bendigo region. BUFS and CVUFS share a common board of governance with BUFS providing all resources to CVUFS under a service agreement.

UFS Pharmacies is the parent brand and incorporates a range of sub-brands including UFS Vaccination Clinic, UFS Health Hub, UFS Optical and Eden Skin & Body.

As a member based organisation, members receive benefits for an annual fee, however consumers do not need to be a member to purchase or obtain advice through any of our businesses.

Additionally, we contribute to the local community through the Building a Healthier Community Program which distributes funds each year to organisations of all shapes and sizes throughout the community. The program is an essential part of the organisation's ethos as a not for profit local institution. It is with collaboration and initiatives such as this, that we complement our service offerings to improve the health and wellbeing of our community.

Key terms

Throughout this policy key terms will be referenced as;

Group: all brands and business units associated with UFS Pharmacies, including UFS Pharmacies, UFS Vaccination Clinic, UFS Health Hub, UFS Optical and Eden Skin & Body.

UFS Pharmacies: the parent brand name and represents our network of five pharmacies.

Bendigo United Friendly Societies Pharmacies Limited: also referenced as BUFS.

Central Victorian United Friendly Society Limited: also referenced as CVUFS.

Our people: includes all employees (staff), contractors and volunteers.

Consumer: includes all terms related to various references to whom we serve and have a relationship with including; member, customer, patient, carer, stakeholder and community.



Introduction

We contribute to the health and wellbeing of the Greater Bendigo community of circa 150,000 people including our 11,000 local household members, through the provision of high quality pharmacy, optometry, beauty therapy and allied health services. Fundamental to achieving our purpose is a robust and integrated clinical governance system that is embedded across the entire organisation.

We are empowered to make change

Empowered to build a change vision where inclusion, service and accountability to the community is front and centre.

The UFS Way

The UFS Way is what we stand for and the way we work and collaborate to deliver our purpose.

Our commitment to the UFS Way;

1. We are in the community, for the community, owned by the community.
2. Our primary focus is on nurturing our customer relationships.
3. We are trustworthy professionals who take pride in our work.
4. We use honest and positive communication to excel as a cohesive team.
5. We continuously evolve our professional services.

Commitment to Clinical Governance and the policy

UFS Pharmacies are committed to the Clinical Governance Framework, ensuring it has alignment to the UFS Way. Through an extensive consultation process this framework has been produced by engaging all parts of the business, Board and Clinical Governance Committee. The framework allows further expansion as we become more sophisticated in this discipline. We know this will provide positive mutual outcomes for patient, clients, carers, members, consumers, community and key health stakeholders.

A Clinical Governance environment focuses on customer service that is maintained at the highest level through strong quality systems and safe health care, which is personalised and integrated. It minimises risk and ensures our services are for the right person, in the right place at the right time.

This framework utilises the following supporting organisations and documentation for guidance and adherence requirements;

- Australian Health Practitioner Regulation Agency (AHPRA)
- Consumer Affairs Victoria
- Department of Health (DoH) legislation and policy and applicable accreditation requirements
- National Model Clinical Governance Framework
- Optometry Australia
- Pharmacy Guild of Australia Community Pharmacy Service Charter
- Pharmacy Society Australia Clinical Governance Principles 2018
- Safer Care Victoria
- WorkSafe Victoria

It is designed to ensure all stakeholders of UFS Pharmacies whether customer, community or our people understand how we achieve high quality and safe health and wellbeing services, and what everyone's role is in achieving this.

Our Clinical Governance Framework vision and values work to support the organisation to achieve its Strategic Direction 2021/2024. Our promise is to provide an outstanding customer experience through genuine relationships, positive outcomes and community presence.

Our Clinical Governance Framework helps us to:

- To define what it means to receive high quality care and services at UFS Pharmacies.
- Be accountable for ensuring we provide safe and quality care services to our consumers, their families and their carers, so they experience the best possible care.
- Express these aspirations and actions as an 'outstanding customer experience' inline with our promise, commitments and values.

There are three (3) components to the UFS Pharmacies Clinical Governance Framework:

1. Our purpose – we improve the health and wellbeing of our community.
2. The people who create and support our purpose.
3. Our clinical governance pillars and systems provide a platform for our people to create and support the delivery of an outstanding customer experience for every customer, every time.

Best Care in Practice

Everyone at UFS Pharmacies is integral to delivering our promise to the community: our customers, our members, our clients, our patients their families, carers and volunteers. Our people have a role to play in providing an outstanding quality experience supported by effective high quality and safe governance systems. We achieve this by always striving to work at our best: reflecting on the current models of care, and exploring new ways to improve services inline with our values.



Consumer

- Consumer includes: Members, patients, customers, clients, carers, stakeholders, community.
- Partners in the delivery of care.
- Confident that staff and organisation will deliver high quality individualised care.
- Have access to trusted advice.
- Demonstrating respect towards culture and diversity to be inclusive.



Our People

- Pharmacists, optometrists, support staff, allied health professionals, beauty therapists.
- Volunteers, contractors, suppliers.
- Work in teams and with consumers to deliver and continuously improve safe, high quality point of care and services.
- Maintain their skills and performance.
- Be confident their colleagues and UFS Pharmacies will support them to deliver high quality care.
- Carry out operations of the business on a day-to-day basis.



Leadership Team

- Lead and co-ordinate the workforce and implement well designed systems for the delivery of care.
- Continually look for ways to help support our people at UFS Pharmacies, the community and grow the business.
- Oversee performance of our business and compliance of the organisation.



Board of Directors

- Establish strategic directions and policy frameworks.
- Lead organisational culture.
- Monitor organisational performance and compliance.
- Ensure organisational accountability and sustainability.

What is needed to achieve the Best Care?

We need to have effective systems and processes in place which are monitored and reviewed to ensure they work together with shared purpose and goals to achieve Best Care.

To accompany the framework a three year Strategic Plan (2021-2024) has been developed for each pillar based on analysis of our current systems and improvement initiatives. New strategies and measures will be developed and implemented where there are gaps in the strategies.



Pillars of Quality and Safety

The four Pillars of Quality and Safety are made from; personal, integrated, safe, right (PISR) guide key decisions and provide accountability. The pillars only work when there is a fully integrated approach from all levels within the business. How we achieve the Pillars of Quality and Safety is further explained following this page.



How are we achieving this?

Quality Healthcare	Our Commitments
<p>P Personal</p> <p>Building and maintaining genuine relationships based on care and empathy ensures our products and services are delivered in a manner that provides for inclusiveness and individualisation.</p>	<ul style="list-style-type: none"> • We respect practices through fostering a culture of inclusiveness and trust for each and every individual. • Health information needs will be communicated in ways that respond to individual consumer needs and are readily accessible. • Consumers will be supported and empowered to participate in all processes relevant to their health and wellbeing. • We design access points to be consumer focussed. • We ensure the service/care provided is relevant to each individual. • We ensure consumers have the right to make comment on their health and well-being.
<p>I Integrated</p> <p>Community presence and engagement that provides a caring team approach that is accessible, convenient, consistent and co-ordinated.</p>	<ul style="list-style-type: none"> • Our people and consumers work together to develop a common understanding and implementation of care needs and preferences. • We will collaborate to build effective and productive working relationships. • Our processes identify key risks to provide effective care through the consumer's journey.
<p>S Safe</p> <p>You are safe with us.</p> <p>Investing in technology infrastructure, people and support to ensure products and services are designed and delivered to avoid harm and minimise risk.</p>	<ul style="list-style-type: none"> • We will ensure your private information is stored safely and securely, and only shared with those who have authorisation. • We minimise key risks to our consumers by adhering to robust standards and policies. • We will proactively provide a safe environment for our consumers through our knowledge, experience, diversity training policies and action plans. • We implement and practice established procedures and systems that support safer care. • We ensure safe practices are followed by our people, thinking and acting without being prompted. • We innovate by investing in knowledge and professional development. • Legislative and regulatory requirements are consistently met.
<p>R Right</p> <p>Our best care is providing a culturally safe environment with evidence based and ethical practices - meaning the right care to the right person, at the right place and time, for the right outcome.</p>	<ul style="list-style-type: none"> • Our consumers will receive the care they need, to enable the best possible outcome which is provided by the most appropriate care provider. • We deliver services using evidence-based practice tailored to meet the needs of each individual. • We identify and respond to opportunities through evaluation and planning. • We are passionate and proactive in supporting the health and wellbeing journey of our consumers.

How are we supporting this?

There are five domains supporting UFS Pharmacies to provide safe, quality care and an outstanding consumer experience. These pillars are interrelated and are integrated into our governance systems.

Leadership and Culture

- Clear strategic vision from directors, executive and senior management.
- Organisational alignment in achieving high quality goals.
- Board endorsed values that promote a culture of safety and quality.
- Quality and safety is considered in business making decisions.
- Continually seek benchmarking opportunities.
- Growth of formal and informal leadership development programs.
- Performance review processes linked to our UFS Pharmacies values.
- Culture of quality, safety and resilience which embraces and adapts to the changing environment.

Consumer Partnerships

- Board committees endeavour to have consumer representation.
- Board has ongoing responsibility for engagement of community relationships.
- Quality Care Co-Ordinator to assist Executive Team to develop policies and participation mechanisms through all levels.
- Employee training and support to effectively engage with consumers.
- Built-in opportunities for consumer engagement.
- Informed consent, health care rights and responsibilities and open disclosure processes.
- Support for shared decision-making.
- Diversity is growing and we are learning.
- Feedback and input processes.

Quality and Risk Management

- Risk register framework governed by Board, and led by Executive.
- Continuous development of quality improvement plan policy and procedures.
- Divisional plans include improvement activities around quality and safety.
- Individual performance reviews are conducted.
- Board endorsed Clinical Governance Framework and action plan.
- Incident management system identifying trends and analysis.
- Development of information that provides indicator data to all levels of the organisation.
- Safety culture measurement and review.
- We protect data with cyber security and privacy vigilance.

Workforce

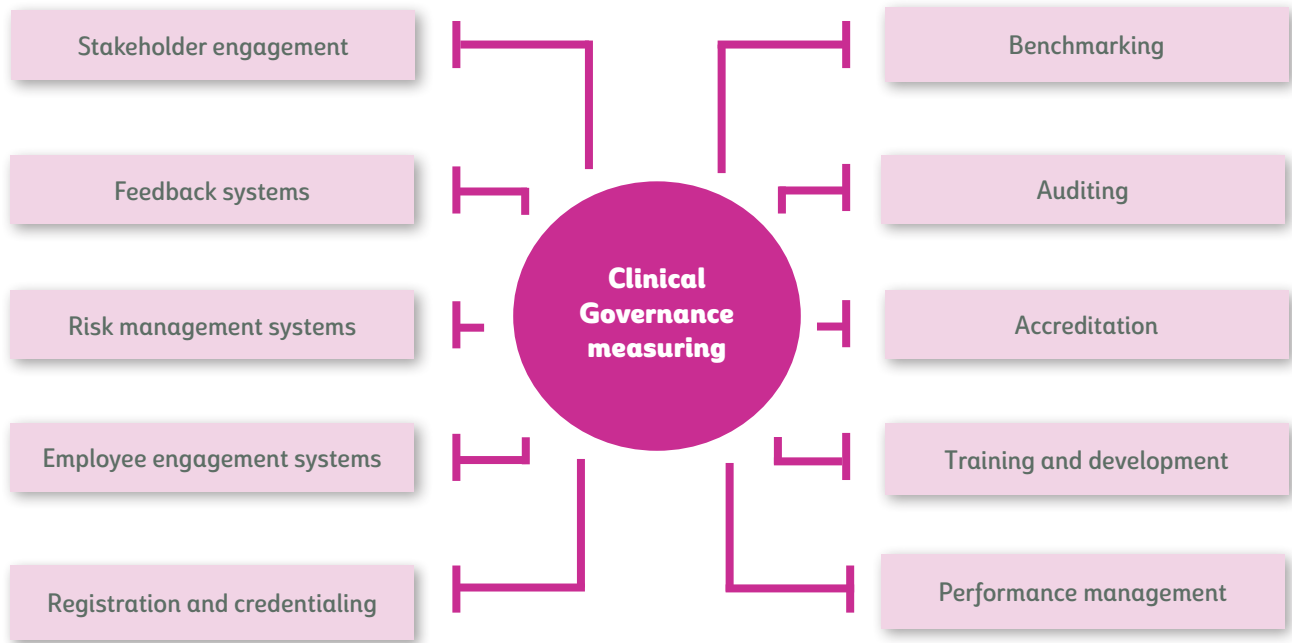
- Training Incentive Program.
- Recruitment and selection framework, including individual position descriptions.
- Development of performance management.
- Structured orientation and induction process.
- Employee engagement surveys.
- Capability 'values driven' matrix embedded in employee recruitment.

Clinical Practice

- Evidence-based clinical care standards.
- Mandated learning and development programs.
- Clinical supervision and monitoring.
- Support for clinical led development.
- Business unit team meetings.
- Scope of practice monitoring and oversight.
- Research, trial and refine different models of care.
- Commitment to clinical student placements.
- Collect, analyse and evaluate data.

Measuring Clinical Governance

Measurement systems will evaluate the effectiveness of our Clinical Governance Framework across the Pillars of Quality and Safety which is overseen by the Quality Safety and Risk Committee.



Our role in providing high quality services

Consumer

- At the centre of care and services, consumers participate in their care and treatment.
- Participate in system-wide quality and safety improvement.
- Provide feedback, ideas and personal experience to drive change.
- Advocate for consumer safety to support the best possible outcomes for themselves and others.

Volunteers

- Contribute to an outstanding customer experience through supporting those we care for.
- Adhere to standards, policies and procedures.

Team Members

- Understand they have the greatest impact on customer experience as they shape the quality of care.
- To pursue excellence in care and services to exceed expectation.
- Share information and knowledge regarding clinical safety, promoting a culture of safety, transparency, teamwork and collaboration.
- Regularly update skills and knowledge.
- Work with care standards, policies and protocols.

Team Leaders/Managers

- Understand the challenges and complexity of providing consistently high quality care.
- Support staff through a culture of safety, transparency, accountability, teamwork and collaboration.
- Actively identify, monitor and respond and manage key areas of risk.
- Provide a safe environment.
- Management of people, fostering productive and open cultures and promoting multidisciplinary accountability
- Provide useful performance data and feedback to their clinicians and relevant committees and engage to take action in response.

CEO and Executive

- Visible leadership and commitment in delivering and supporting the strategic direction.
- Create a safe, open and resilient culture that empowers our people to promote and respond to change.
- Regular reporting and accountability to the Board using quality data on clinical risks, service processes and outcomes for improvement.
- Timely and accurate reporting to regulators and stakeholders, on compliance, clinical risks and areas of improvement.

Board of Directors

- Setting a clear vision, strategic direction and organisational culture, driving consistently high quality care.
- Accountable for the safety and quality of services provided by UFS Pharmacies, as well as financial visibility and sustainability of services.
- Facilitate effective people and consumer engagement and participation.
- Has the skill set, composition, knowledge and training to actively lead and pursue quality and excellence in health and wellbeing.
- Understand key risks and ensure mitigation strategies are in place to manage them.



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