

# Governance<sup>1</sup>

## POLICY STATEMENT

Acorn Aged Care ensures effective organisational governance to meet legislative and regulatory compliance, ongoing improvement to care and services and sustainability.

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<sup>1</sup> Australian Government Aged Care Quality and Safety Commission **Glossary Governance**: The set of relationships and responsibilities established by an organisation between its executive, workforce and stakeholders (including the older person). Governance incorporates the processes, customs, policy directives, laws and conventions affecting the way an organisation is directed, administered or controlled. Governance arrangements provide the structure for setting the corporate objectives (social, fiscal, legal, human resources) of the organisation and the means to achieve the objectives. They also specify the mechanisms for monitoring performance. Effective governance provides a clear statement of individual accountabilities within the organisation to help align the roles, interests and actions of different participants in the organisation to achieve the organisation's objectives. Governance includes both corporate and clinical governance. (NSQHS Standards, 2nd ed.).

## 1 PURPOSE

To provide an overview of organisational governance structures and processes to ensure effective organisational governance to meet legislative and regulatory compliance, ongoing improvement to care and services and sustainability.

## 2 SCOPE

Residential and Home Care **(Note: This is customised to service requirements)**

## 3 A CULTURE OF QUALITY AND SAFETY

The Board leads a culture of safety, inclusion and quality that focuses on continuous improvement, embraces diversity and prioritises the safety, health and wellbeing of consumers and the workforce.

A culture of quality and safety ensures continuous improvement focused on the safety of our consumers. To effectively nurture this, Board members and workers have a shared understanding of a culture of quality and safety. Strategies for achieving this include:

- Ensuring Board members (and prospective Board members) are aware of our commitment to a culture of safety, inclusion and quality and have familiarity with the requirements of the Strengthened Aged Care Quality Standards and their responsibilities
- Ensuring senior leadership promotes and monitors a culture of quality and safety and looks for opportunities to continuously improve
- Promoting our culture of quality and safety with consumers and their supporters<sup>2</sup>, the workforce, visitors, and the broader community and seeking their input in how we can improve.

### 3.1 QUALITY AND SAFETY REQUIREMENTS

When the Board is conducting organisational planning or considering changes to organisation operations, they ensure the following requirements of the Strengthened Aged Care Quality Standards that relate to quality and safety are applied:

- A priority is given to the safety, health and wellbeing of consumers and workers
- Care and services are accessible to, and appropriate for, people with specific needs and diverse backgrounds, Aboriginal and Torres Strait Islander peoples and people living with cognitive impairment
- Workers are actively engaged and consulted
- Legislative requirements, organisational and operational risks, workforce needs, and the wider organisational environment are considered.

The Leadership Team and Quality Care Advisory Body are responsible for assessing our performance and reporting to the Board on the application of these requirements.

### 3.2 QUALITY MANAGEMENT SYSTEM

Our quality management system enables and drives the continuous improvement of the care and services we provide. Our system supports quality care and services for all consumers as follows:

<sup>2</sup> Supporters include registered supporters, substitute decision-makers, advocates, and other persons supporting the consumer. Preferred supporters are those nominated by the consumer. See [Consent, Substitute Decision Makers and Advance Care Planning](#) and [Communicating for Safety and Quality](#) regarding the roles of supporters in care planning

- Sets out accountabilities and responsibilities for supporting quality care and services specific to different roles, including the Board, senior management and workers and volunteers (See below [Governance Structure](#), [Management Structure](#), [Directory of Management Meetings](#) and the [Clinical Governance](#) procedure. Position descriptions and the [Workforce Training](#) procedure further clarify the organisation roles and responsibilities)
- Sets strategic and operational expectations for the delivery of quality care and services (See [Board Charter](#), [Planning](#), and [Workforce Planning](#))
- Enables the Board to monitor our performance in delivering quality care and services, informed by:
  - Feedback from consumers, their supporters, workers, contractors and the community (See [Complaints and Feedback](#), [Continuous Improvement](#))
  - Analysis of risks, complaints and incidents and their underlying causes (See [Risk Management and Emergencies](#), [Complaints and Feedback](#), [Incident Management](#), [SIRS Management](#))
  - Quality Indicator data and contemporary evidence-based practice (See [Clinical Governance](#))
- Supports us to meet strategic and operational expectations and identify opportunities for improvement (See [Planning](#), [Workforce Planning](#) and [Continuous Improvement](#))
- We regularly review and improve the effectiveness of the quality system (See [Continuous Improvement](#))
- The Board monitors investment in priority areas to deliver quality care and services (See [Workforce Planning](#), [Board Charter](#) and [Provider Responsibilities](#))
- We regularly report on our quality system and performance to consumers and their supporters and workers through a newsletter, notices, emails and consumer meetings (See [Information Management](#)/ Consumer Information)
- We practice open disclosure and communicate with consumers and their supporters and workers when things go wrong (See [Complaints and Feedback](#) / Open Disclosure)
- We maintain and implement policies and procedures that are current, regularly reviewed, informed by contemporary evidence-based practice, and are understood and accessible by workers and relevant parties.

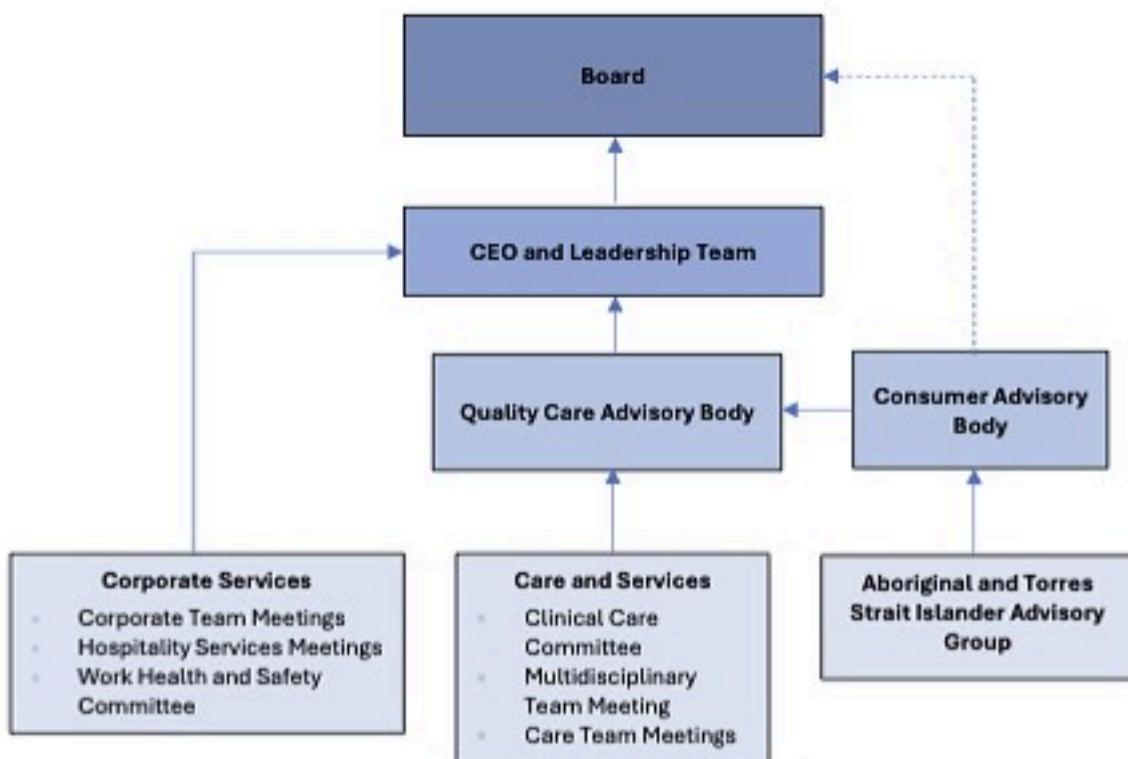
## 4 GOVERNANCE STRUCTURE

Acorn Aged Care's corporate and clinical governance responsibilities include:

- Financial governance
- Clinical governance
- Risk management and
- Other responsibilities including human resource management and legal compliance.

The Chief Executive Officer (CEO) is responsible for managing the governance systems and ensuring appropriate reporting to the Board. The governance structure is shown below in Figure 1: Governance Structure.

Figure 1: Governance Structure



#### 4.1 THE BOARD

Effective governance starts with the Board. The Board leads the culture of Acorn Aged Care and sets the expectations for behaviour and performance. These expectations are mirrored by the Board and reflected throughout the organisation by the CEO and other management and supervisory workers.

The role and responsibilities of the Board are detailed in the [Board Charter](#) and all Board members are supported to understand their responsibilities in the delivery of safe and quality services for consumers and the sustainability of the organisation. The Leadership Team provides reports to the Board at their monthly meetings.

#### 4.2 CEO AND LEADERSHIP TEAM

The Leadership Team, led by the CEO, is responsible for managing the organisation, delivering on the organisation's strategy and operational plans and ensuring consumers receive quality and safe care from a well-trained, resourced and supported workforce.

The CEO reports organisational performance to the Board, including achievement of the items included in the Organisation Plan for Continuous Improvement that outlines high level organisational improvements being undertaken. The Leadership Team report to the CEO and provide monthly reports on the performance of their portfolio through governance structures. The Leadership Team comprises:

- The CEO
- Director Care Services
- Manager Home Services
- Manager Corporate Services.

## 4.3. Quality Audit Committee

The Quality Audit Committee Body oversees, monitors and provides recommendations to the Board in respect of the quality of services provided by the Board. The Quality Audit Committee Body is responsible for the quality of services provided by the Board, continuous improvement, risk management and outcomes. [See Clause 4.3.1](#) for more information.

## 4.4. Governance Committee

The Governance Committee Body provides direction to the Board in respect of improving the care and welfare of customers. The Board must provide all feedback from the Governance Committee Body, including decisions and action to improve services to caring about their customers. The Governance Committee Body oversees the Board's care delivery, risk management, risk avoidance and the quality of services provided by the Board. [See Clause 4.4.1](#) for more information.

The Strategic and Finance Board provide Strategic Advice to the Governance Committee Body. [See Clause 4.4.2](#) for more information and evidence management and compliance with Strategic and Finance Board committee functions and responsibilities with respect to the Strategic Plan.

## 4.5. Strategic Committees

We have a range of functional committees that contributes to the improvement of the customer experience and outcomes for customers, supporting a safe work environment and improving our performance. The governance processes are built on cooperation and reporting across different units on common agreed outcomes including:

- **Customer Services**
  - Customer Voice Meeting
  - Quality Assurance Meeting
  - Risk Health and Safety Committee
- **Strategic Services**
  - Strategic Committee function of the Strategic and Finance Committee
  - Risk Management Team Meeting
  - Staff Open Meetings

Each committee has an allocated Chair and Terms of Reference that are approved by the Board and the Executive Team annually. A member of the Board can nominate another Board Member to chair a Strategic Committee function. The Quality Assurance Meeting and Risk Management Team Meeting are quarterly meetings.

- **Strategic Committee function** [See Clause 4.5.1](#) for more information
- **Risk Management Team Meeting** [See Clause 4.5.2](#) for more information

Each committee will have an agreed set of responsibilities and accountabilities for the agreed outcomes, including:

- - Risk Management Team Meeting
  - Risk Management Team Meeting
  - Risk Management Team Meeting
  - Risk Management Team Meeting

Strategic Committee function, Quality Assurance Meeting and Risk Management Team Meeting will be held quarterly and the Strategic Committee function will be held annually.

**One-Stoppage:** The location of the meeting is according to the location of each of the relevant member units in [Appendix 1: Structure of Management Functions](#).

#### 4.6 [Organisation Structure](#)

- The CEO and Executive Team provide a monthly report to the Board on operational performance including financial outcomes in the light of the risk to financial management
- Bi-monthly reports from the Quality Core Management Body with recommendations to the Board on the outcomes from the Board's action of operational reporting
- The Quality Core Management Body also provides a six monthly Organisational Performance Report to the Board for review and consideration in the Board's setting operational and financial performance
- The Finance Advisory Body provides a report quarterly to the Quality Core Management Body and the Board
- The Board receives three quarterly written updates to the Quality Core Management Body and Finance Advisory Body from the relevant audited financial statements
- Details of the relevant financial reports are included in [Appendix 1: Organisation Functions](#)

#### 4.7 [Organisational Processes and Functions](#)

##### [One-Stoppage:](#)

#### 5 [MANAGEMENT STRUCTURE](#)

The management structure of the Council Agent Core is shown below in [Figure 2: Management Structure](#). All reporting and communication are based on the diagram. These lines of reporting are not strict organisational lines, generally, whilst in these positions and responsibilities, with the agreement of the CEO and the Board.

#### 6 [MANAGEMENT MEETINGS](#)

Meetings are an integral part of the Council Agent Core's responsibilities to ensure communication, decision making, monitoring, review of the service and governance and operational performance monitoring. The meetings, discussions and decisions, decisions and agenda, discussions, and other operational discussions are detailed in [Appendix 1: Structure of Management Functions](#).



## IV. ORGANIZATION PERFORMANCE REPORTS

Organizational performance reports detail the activities, outcomes and growth against performance measures and include growth in financial metrics. [Appendix C: Organization Performance Reports](#) contains the metrics and the information to be presented in each report.

Organizations with the exception of the Construction Sector are responsible for maintaining a system of continuous reporting and monitoring outcomes, targets and performance indicators. You can access the Sector specific reports to review outcomes and monitoring on the 2010 page. The Construction Sector is responsible for presenting reports, tracking their targets and monitoring them on the 2010 page. See [Appendix C: Organization Performance Reports](#) for a description of Provincial Accountability Reports.

## V. CORPORATE CALENDAR

Organizations are responsible for maintaining their calendar calendar in Outlook for general meetings and sporting competitions.

## APPENDIX 1: DIRECTORY OF PREDOMINANT METHODS

Method	Method Definition	Method Purpose	Method	Method	Method	Method
Case Studies	Case studies are descriptive studies that examine a single entity, such as an organization, group, or individual, in depth. The goal is to understand the context and complexity of the entity, rather than to make generalizations or draw conclusions about a larger population.	Case studies are used to explore complex, real-world phenomena and to gain a deep understanding of specific situations. They often involve multiple data sources, such as interviews, documents, and observations, and are typically conducted over an extended period of time.	Content Analysis	Content analysis is a quantitative method used to analyze and interpret the meaning of text, images, or other media. It involves the systematic examination of a large number of documents or messages to identify patterns, themes, and trends.	Content Analysis	Content analysis is a quantitative method used to analyze and interpret the meaning of text, images, or other media. It involves the systematic examination of a large number of documents or messages to identify patterns, themes, and trends.
Discourse Analysis	Discourse analysis is a method used to study the way language is used in social interactions. It involves the analysis of the structure and meaning of language in context, focusing on how language is used to create and maintain social relationships.	Discourse analysis is used to study the way language is used in social interactions. It involves the analysis of the structure and meaning of language in context, focusing on how language is used to create and maintain social relationships.	Discourse Analysis	Discourse analysis is a method used to study the way language is used in social interactions. It involves the analysis of the structure and meaning of language in context, focusing on how language is used to create and maintain social relationships.	Discourse Analysis	Discourse analysis is a method used to study the way language is used in social interactions. It involves the analysis of the structure and meaning of language in context, focusing on how language is used to create and maintain social relationships.

Category	Sub-Category	Product	Quantity	Unit	Price	Subtotal	Notes
Electronics	Smartphones	iPhone 12 Pro	10	Unit	\$999.99	\$9,999.90	High demand, limited stock.
Electronics	Smartphones	Samsung Galaxy S21	15	Unit	\$899.99	\$13,498.50	Good reviews, popular model.
Electronics	Smartphones	Google Pixel 6	5	Unit	\$949.99	\$4,749.95	Stable performance, camera upgrades.

Grand Total: \$28,247.35

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Project Overview		Project Details				
Category	Sub-Category	Project Name	Project Type	Project Status	Project Lead	Project Manager
Project Alpha	Phase 1	Alpha Phase 1	Development	Planning	John Doe	Jane Smith
Project Alpha	Phase 2	Alpha Phase 2	Development	Planning	John Doe	Jane Smith
Project Beta	Phase 1	Beta Phase 1	Development	Planning	John Doe	Jane Smith
Project Beta	Phase 2	Beta Phase 2	Development	Planning	John Doe	Jane Smith

Category	Sub-Category	Item	Quantity	Unit	Unit Price	Total Price
Electronics	Smartphones	iPhone 12 Pro	10	Unit	\$999.99	\$9,999.90
Electronics	Smartphones	Samsung Galaxy S21	15	Unit	\$899.99	\$13,498.50
Electronics	Smartphones	Google Pixel 6	5	Unit	\$949.99	\$4,749.95

Role	Performance Indicators	Performance Targets	Actual Performance	Review	Plan	Review
Business Manager	Revenue, Profitability, Customer Acquisition	Revenue: \$100M, Profitability: 15%, New Customers: 1000	Revenue: \$102M, Profitability: 16%, New Customers: 1050	Met targets	Revenue: \$110M, Profitability: 17%, New Customers: 1100	Met targets

## APPENDIX 2: ORGANIZATION PERFORMANCE REPORTS

Role	Performance Indicators	Performance Targets	Actual Performance	Review
Customer Relationship Manager	Customer Satisfaction, Retention Rate	Satisfaction: 85%, Retention: 90%	Satisfaction: 88%, Retention: 92%	Met targets
Product Development Manager	Product Innovation, Market Share	Innovation: 30%, Share: 15%	Innovation: 35%, Share: 16%	Met targets
Supply Chain Manager	Delivery Timeliness, Cost Efficiency	Delivery: 95%, Cost: 10%	Delivery: 96%, Cost: 9%	Met targets

Item	Value	Value	Value	Value
Project Name	Project Alpha	Project Beta	Project Gamma	Project Delta
Project Description	Project Alpha is a data science project focused on analyzing customer behavior to predict future purchases. It involves collecting data from various sources, performing exploratory data analysis, and building machine learning models to identify patterns and trends.	Project Beta is a data science project focused on analyzing customer behavior to predict future purchases. It involves collecting data from various sources, performing exploratory data analysis, and building machine learning models to identify patterns and trends.	Project Gamma is a data science project focused on analyzing customer behavior to predict future purchases. It involves collecting data from various sources, performing exploratory data analysis, and building machine learning models to identify patterns and trends.	Project Delta is a data science project focused on analyzing customer behavior to predict future purchases. It involves collecting data from various sources, performing exploratory data analysis, and building machine learning models to identify patterns and trends.

For more information, visit [www.ams.org/ams-membership](http://www.ams.org/ams-membership).

## DOCUMENT INFORMATION

<b>Owner**</b>	CEO
<b>Date Approved</b>	
<b>Applicable Aged Care Programs</b>	CHSP, SAH, Residential Care
<b>Review History</b>	Developed:
Date of review and summary of changes	6 August 2025: Updates around QCAB, Support at Home and Supporter Terminology
Date of review and summary of changes	September 2025: updated terminology in line with the Aged Care Act 2024, Aged Care Rules 2025, SAH requirements and CHSP requirements
Date of review and summary of changes	
Date of review and summary of changes	

\*\*The person responsible for ensuring the Procedure is appropriate, followed and maintained up to date.