

# 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:

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<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.

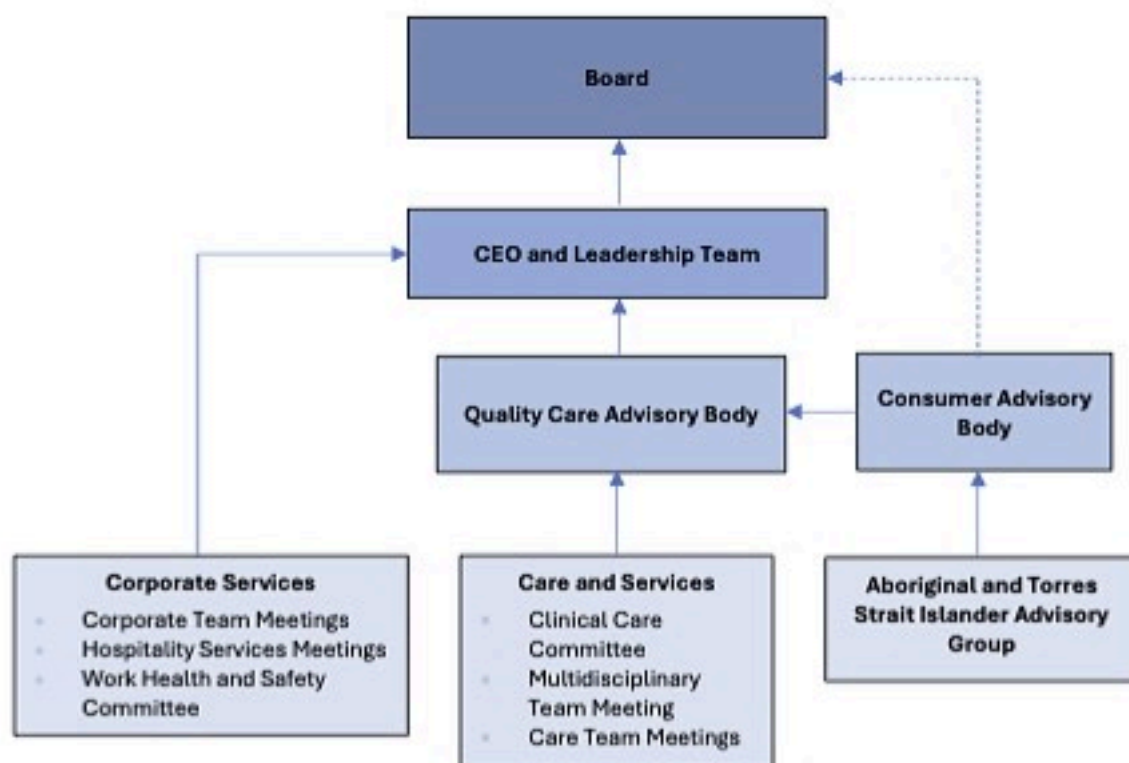
## 4 GOVERNANCE STRUCTURE

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 Care Advisory Body<sup>1</sup>

The Quality Care Advisory Body reviews, analyses and provides recommendations to management on matters affecting the quality of care to consumers including effectiveness, outcomes, impacts of adverse events, results of audits, continuous improvement, risk management and wellbeing. (See [Clinical Governance](#) for more information)

## 4.4 Consumer Advisory Body<sup>2</sup>

The Consumer Advisory Body provides feedback to the Board to assist them in improving the care and services for consumers. The Board must consider all feedback from the Consumer Advisory Body when making decisions and advise the Consumer Advisory Body in writing about how it considered their feedback. The Consumer Advisory Body provides a report to the Quality Care Advisory Body on a monthly basis to be included in the Quality Care Advisory Body report but can also report directly to the Board if required. (See [Clinical Governance](#) Consumer Advisory Body, for more detailed information)

The Marginal and Tynes Road Mental Health Group reports to the Consumer Advisory Body (See below [Appendix 1: Structure of Management Meetings](#)) and works to improve our connections and services with Marginal and Tynes Road mental health people and supports our work towards developing a Recovery Plan.

## 4.5 Operational Committees

We have a range of operational committees that contribute to the engagement of the workforce in improving care and services for consumers, supporting a safe work environment and monitoring our performance. The governance processes are built on cooperation and reporting between different levels of team/department management including:

- 1. Corporate Services
  - 1. Corporate Team Meetings
  - 1. Hospitality Services Meetings
  - 1. Work Health and Safety Committee
- 2. Care and Services
  - 1. Clinical Care Committee (includes all the Multidisciplinary Committee teams in past)
  - 1. Multidisciplinary Team Meeting
  - 1. Care Team Meetings

Each committee has an allocated Chair and Terms of Reference that are approved by the Board and the Leadership Team annually. A member of the Clinical Care Committee attends the Board Management Meetings, Leadership Team Meetings, the Quality Care Advisory Body Meetings, and Multidisciplinary

<sup>1</sup> [Appendix 1: Governance Framework](#) of [Appendix 1: Governance Framework](#) for information on governance framework requirements? or [Appendix 1: Governance Framework](#) for information on governance framework requirements?

<sup>2</sup> [Appendix 1: Governance Framework](#) of [Appendix 1: Governance Framework](#) for information on governance framework requirements? or [Appendix 1: Governance Framework](#) for information on governance framework requirements?

We provide all these to all consumers and have the information in their governing body or management body.

- 1. How a majority of independent non-executive members
- 1. How a majority of members with experience in providing clinical care. [Appendix 1: Governance Framework](#) for information on governance framework requirements? or [Appendix 1: Governance Framework](#) for information on governance framework requirements?

We provide all these to all consumers and have the information in their governing body or management body. [Appendix 1: Governance Framework](#)

**Case Meetings:** The details of the meetings including the scope of each of the items are included below in [Appendix 1: Structure of Management Meetings](#).

## 4.6 Governance Reporting

- The CEO and Leadership Team provides a monthly report to the Board on operational performance including activities outlined in the Organisation Plan for Continuous Improvement
- A quarterly report from the Quality Care Advisory Body with recommendations is provided to the Leadership Team that is provided to the Board as part of operational reporting
- The Quality Care Advisory Body also provides a six monthly Organisation Performance Report to the Leadership Team for review and presentation to the Board outlining care and clinical performance
- The Consumer Advisory Body provides a report quarterly to the Quality Care Advisory Body and as necessary to the Board
- The Board reviews these reports and provides written feedback to the Quality Care Advisory Body and Consumer Advisory Body that the advisory bodies act on as necessary
- Details of the inclusions to these reports are included in [Appendix 2: Organisation Performance Reports](#)

## 4.7 Accountability Framework for Processes<sup>1</sup>

See [Process Responsibilities](#)

# 5 MANAGEMENT STRUCTURE

The management structure of Acorn Aged Care is shown below in [Figure 2: Management Structure](#). All reporting and supervision are based on the diagram. These lines of reporting are not varied except where expressly stated in these policies and procedures or with the agreement of the CEO and the Board.

## 6 MANAGEMENT MEETINGS

Meetings are an integral part of Acorn Aged Care's operations to ensure communication, decision making including records of decisions and governance and operational performance monitoring. The meetings, frequency and duration, purpose and agenda, attendance, and other operational elements are described below in [Appendix 1: Structure of Management Meetings](#).

<sup>1</sup> [Appendix 2: Processes through the Framework](#) and the same management processes is repeated provides. [Governance and Support Program \(GSP\)](#) provides also referred to these processes as [Governance and Support Program](#).



Figure 2: Management Structure



## 7 ORGANISATION PERFORMANCE REPORTING

Organisation performance reports detail the services delivered each month against contracted outputs and budgets and include graphs to facilitate analysis. [Appendix 3: Organisation Performance Reports](#) detail the reports and the information to be provided in each report.

The Managers, with the assistance of the Administration Team, are responsible for monitoring the delivery of services against any contracted requirements, budgets and performance indicators. The CEO and/or the Board review reports to ensure compliance with requirements with the CEO in sign. The Administration Team is responsible for preparing reports, having them agreed and forwarding them to the funding providers. (See [Provider Responsibilities](#) Appendix 1: Structure of Provider Accountability Reports)

## 8 CORPORATE CALENDAR

Managers are responsible for maintaining their corporate calendar to submit to prompt meetings and reporting requirements.



## APPENDIX 1. DIRECTORY OF MANAGEMENT HISTORIES

Meeting	Frequency and Duration	Purpose and Agenda	Members	Chair	Guests/Participants	Notes
<b>Weekly</b> <b>General General Meeting</b>	Annually in September Duration: 30 minutes All staff members are invited to all meetings	<b>Members of Board</b> <b>Agenda</b> <ul style="list-style-type: none"> <li>Confirmation of the minutes of the previous AGM and of the General General Meeting held subsequently</li> <li>The receipt of the Chairperson's report for the previous financial year</li> <li>The receipt of the Treasurer's report and the audited financial statements for the previous financial year, together with the Chair's message to the current financial year</li> <li>The receipt of the Manager's report for the year</li> <li>The election of Board members</li> <li>The appointment of an auditor for the current financial year</li> <li>Any other business placed on the agenda by the Chairperson at the start of the meeting</li> </ul>	Members of Board (up to 10 including Chair) Chairman Manager (as an observer) Other invited as appropriate (if any)	Chairman	Chairman and Secretary	Manager is designated secretary
<b>Weekly</b> <b>General Meetings</b>	As required Duration: 30 minutes All staff members are invited to all meetings	Information provided to members or to deal with special issues. For the latter: <b>Agenda</b> <ul style="list-style-type: none"> <li>By the Board</li> <li>In response to writing signed by three or more members of the Board or the Board and of other members</li> </ul>	Members of Board (up to 10 including Board members) All as an observer	Chairman	Chairman and Secretary	Manager
<b>Weekly</b> <b>Board Management Meeting</b>	Weekly - last Friday of every month from 12.00pm to 1.00pm Duration: 1 hour Members: all of whom are invited for Chairperson, Secretary or Treasurer	<b>Information management</b> <b>Agenda</b> <ul style="list-style-type: none"> <li>Chair meeting</li> <li>Strategy</li> <li>Board of agenda</li> <li>Appointment of members from previous meeting</li> <li>Business arising from previous meeting</li> <li>Correspondence</li> <li>Reports               <ul style="list-style-type: none"> <li>Treasurer's report</li> <li>AGM report including minutes, details</li> <li>Other reports, written reports, confidential information and risk management</li> </ul> </li> </ul>	Board members CEO General Team Member Guests The Board members who have not attended from 12 months after Board meeting without providing reasonable excuse for the inability to participate with the Board	Chairman	Chairman and AGM - included in Board members as well as agenda in meeting	Secretary Manager General Manager The Board Team Manager Board and General Manager Chairman Secretary AGM AGM AGM



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Meeting	Frequency and Duration	Purpose and Agenda	Members	Chair	Agenda Facilitator	Minutes
		<ul style="list-style-type: none"> <li>Agenda item – current rules and regulations for the office or common area</li> <li>Any other business information</li> <li>Other business</li> <li>Next Meeting</li> </ul>				
Board/Management Team Meeting	Monthly	<ul style="list-style-type: none"> <li>Review of the strategic plan and progress to date</li> <li>Agenda item – current rules and regulations for the organization</li> <li>Minutes</li> <li>Strategy</li> <li>Minutes of the last meeting</li> <li>Review of high level issues for the organization</li> <li>Review of the organization's financial performance</li> <li>Specific recommendations and action items for the Board/Management Team for the next period</li> <li>Other business</li> <li>Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Chair/Manager</li> <li>Board/Team</li> <li>Finance</li> <li>Operations</li> <li>Human Resources</li> <li>Legal/Compliance</li> <li>Marketing</li> </ul>	Chair/Manager	Agenda/Team Member	Minutes/Team Member
Management Team Meeting/Board Meeting	<ul style="list-style-type: none"> <li>For monthly meetings</li> <li>For quarterly meetings</li> </ul>	<ul style="list-style-type: none"> <li>To review the organization's performance and discuss with Management and Board/Team members</li> <li>Agenda item – current rules and regulations for the organization</li> <li>Minutes</li> <li>Strategy</li> <li>Minutes of the last meeting</li> <li>Review of the organization's financial performance</li> <li>Review of the organization's operational performance</li> <li>Specific recommendations and action items for the Board/Management Team for the next period</li> <li>Other business</li> <li>Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Management Team</li> <li>Board/Team</li> <li>Finance</li> <li>Operations</li> <li>Human Resources</li> <li>Legal/Compliance</li> <li>Marketing</li> <li>IT/Information Systems</li> <li>Facilities</li> <li>Regulatory Affairs</li> </ul>	Management Team/Board/Team	Agenda/Team Member	Minutes/Team Member
Advisory Team Meeting	Monthly	<ul style="list-style-type: none"> <li>Review of the organization's performance and discuss with Management and Board/Team members</li> <li>Agenda item – current rules and regulations for the organization</li> <li>Minutes</li> <li>Strategy</li> <li>Minutes of the last meeting</li> <li>Review of the organization's financial performance</li> <li>Review of the organization's operational performance</li> <li>Specific recommendations and action items for the Board/Management Team for the next period</li> <li>Other business</li> <li>Next Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Chair/Manager</li> <li>Board/Team</li> <li>Finance</li> <li>Operations</li> <li>Human Resources</li> <li>Legal/Compliance</li> <li>Marketing</li> <li>IT/Information Systems</li> <li>Facilities</li> <li>Regulatory Affairs</li> </ul>	Chair/Manager	Agenda/Team Member	Minutes/Team Member

[illegible]

Meeting	Frequency and Location	Topics and Agenda	Attendees	Chair	Special Representative	Minutes
Business Meeting: Support Meeting	Monthly	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Overview of progress in the following areas:                             <ul style="list-style-type: none"> <li>Compliance</li> <li>Finance</li> <li>Personnel</li> <li>Marketing/development</li> </ul> </li> </ul>	Support Meeting	Business up agreements agreements agreements agreements agreements	Compliance Finance Marketing/development	Business Meeting

## APPENDIX 2: ORGANISATION PERFORMANCE REPORTS

Report	Chair	To	Frequency	Content
Business Meeting: Performance Report Business Meeting: Business Meeting	Business Meeting: Business Meeting	<ul style="list-style-type: none"> <li>Business Meeting: Business Meeting</li> </ul>	Business Meeting: Business Meeting	<ul style="list-style-type: none"> <li>Business Meeting: Business Meeting</li> </ul>
Business Meeting: Performance Report Business Meeting: Business Meeting	Business Meeting: Business Meeting	<ul style="list-style-type: none"> <li>Business Meeting: Business Meeting</li> </ul>	Business Meeting: Business Meeting	<ul style="list-style-type: none"> <li>Business Meeting: Business Meeting</li> </ul>
Business Meeting: Performance Report Business Meeting: Business Meeting	Business Meeting: Business Meeting	<ul style="list-style-type: none"> <li>Business Meeting: Business Meeting</li> </ul>	Business Meeting: Business Meeting	<ul style="list-style-type: none"> <li>Business Meeting: Business Meeting</li> </ul>

[illegible]



Report	Topic	To	How/When	Content
				<ul style="list-style-type: none"> <li>Report for consideration by the CDD Board - with recommendations</li> </ul>
Monthly Manager's Report	Manager's Own Summary Manager's Overall Results Manager's Own Summary	CDD	Within one week of the end of month	<ul style="list-style-type: none"> <li>Summary of the month with performance with consideration of the monthly Team results report with recommendations and highlighting needs requiring consideration by the CDD</li> </ul>
Consumer Welfare Body Meeting Report	Quality Team Manager Consumer Welfare Report on CDD meeting	Quality Team Manager/Body Consumer Team - with all recommendations to the Board	Quarterly following meeting	<ul style="list-style-type: none"> <li>Summary of CDD meeting</li> </ul>
Quality Team Manager Body Report	Quality Team Manager Body	Consumer Team	Quarterly following meeting	<ul style="list-style-type: none"> <li>Develop governance body</li> <li>Review other committees</li> <li>Consumer Welfare Body report</li> <li>Performance body</li> <li>Other needs</li> <li>Recommendations to implement other committees and other actions</li> <li>An update on progress in implementing previously approved recommendations and</li> <li>A report on the operation of Quality and Safety Requirements</li> </ul>
Monthly CDD Report	CDD	Board - with recommendations	Presented to Board/Manager's Report on Board meeting	<ul style="list-style-type: none"> <li>Summary of operational performance with recommendations and highlighting needs requiring consideration by the Board</li> </ul>
On Monthly Operational Performance Report	Quality Team Manager Body	Consumer Team/Board	Within a week of end of month period	<ul style="list-style-type: none"> <li>Summary of overall with consumer and performance</li> <li>Include report from Consumer Welfare Body</li> </ul>

Web recordings of the paper have been deposited in a repository, "archived recordings of meetings of the governing body of the publisher's author group." The IPRB needs authors to provide a copy of the paper to the [Open Access Repository](#) - [Journal of Management Studies](#).

## 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.