

GOULBURN MENTAL HEALTH STEPPED CARE MODEL

Clinical Governance Framework

VISION

People living within the Goulburn area are supported to build resilience and maintain good mental health. When they need further support for their mental health, programs and services are visible, accessible, integrated and of the highest quality to assist them to proactively managing their mental illness and return to living fulfilling lives.

GUIDING PRINCIPLES

- Integration across the entire system - from prevention to acute care based on stepped care
- Collaboration based on a common goal with shared investment and shared risk
- No wrong door - shared responsibility to find people the help they require

STEPPED CARE

Stepped Care is centred on a staged system response containing a hierarchy of interventions matched to the individual's needs, from the least intensive to the most intensive. The multiple levels within a stepped care approach are intended to provide an integrated spectrum of service interventions which allows the individual to transition up to higher intensity services or down to lower intensity services as their needs change.

Using the stepped care model as a framework, the LHPCP can oversight co-design work across the continuum with the strategic goal of having a well informed and engaged community who are part of the solution.

STRATEGIC PILLARS

- **Clinical governance**
the integrated systems, processes, leadership and culture that are at the core of providing safe, effective, accountable and person-centred healthcare underpinned by continuous improvement.
- **Consumer partnerships**
includes patients, clients, residents, families, carers and communities
- **Safety**
avoidable harm during delivery care is eliminated
- **Effective**
appropriate and integrated care is delivered in the right way at the right time, with the right outcomes for each consumer
- **Person-centred**
people's values, beliefs and specific contexts and situations guide the delivery of care and organisational planning.

LAWS/COMPLIANCE/FUNDING MODELS THAT NEED TO BE CONSIDERED

- PHN commissioning frameworks/guidelines/regional planning
- DH/DFH funding and reporting requirements
- Victorian Royal Commission into Mental Health recommendations

CLINICAL GOVERNANCE DOMAINS

1. Leadership & Culture

High-quality healthcare requires engaged clinicians and patients. Visible, accountable and purposeful leadership at all levels within an organisation is required to cultivate an inclusive and just culture that will make engagement a reality.

A strong organisational culture based on fairness, respect, transparency, innovation and accountability is required to support leaders and staff to create and maintain high quality care.

Creating and maintain this culture and achieving this strategic goal requires effort, robust systems and productive working relationships between and within organisations. These relationships support and challenge each group to achieve a shared vision for excellence in the safety and quality of care.

The following systems will be in place to ensure excellence in leadership and culture

<i>Priority</i>	<i>Strategy</i>	<i>Measure</i>
A clear vision for improving the quality and integration of care is developed and communicated based on Population based Mental health plan and research around high functioning mental health system.	Undertake Population based Mental Health plan and research and articulate a plan for a High Functioning Mental Health system. Support with subsequent advocacy and communications.	Understanding of the vision and model by boards, staff and community.
Models of care proposed changes will be supported by an evidence base endorsed by the project	Align collaborative actions within service delivery structures	Collaborative actions assist in achieving funding and reporting requirements

2. Consumer Partnerships and Engagement

We are all working to improve the lived experience of consumers. Consumer experience and participation are crucial indicators of quality and safety. We are committed to reorienting to a community response that is owned and informed by the community.

Empowering consumers to partner in care and decision making enables staff to better understand the individual consumer's specific needs, concerns and values. Consumer feedback both positive and negative is a valuable resource and should be encouraged in all aspects of care.

The following systems will be in place to ensure excellence in consumer partnerships and engagement

<i>Priority</i>	<i>Strategy</i>	<i>Measure</i>
Consumers are provided with the opportunity, information and training to fully participate in processes for planning, monitoring and improving	Develop community engagement plan to strengthen connections to community and to understand diversity of needs.	Community engagement plan developed and used as part of the Communications Plan.

mental health programs and services. Services respond to the diverse needs of consumers and the community	Ensure appropriate support materials for consumers developed and implemented Explore opportunities to provide education to community organisations and groups to assist in supporting community to access the right care at the right time.	Appropriate support materials for consumers developed and implemented Communication/ consultation with community groups/ leaders recorded and feedback incorporated into the model/ practice. Consumer Forums held as approved by the Steering Committee.
Feedback and complaints are valued and learnings shared to inform broader improvements	Feedback and resulting actions shared between organisations	Feedback/complaints register

3. Workforce

Systems are required to support and protect a skilled, competent and proactive workforce. This requires comprehensive strategies and plans for recruiting, allocating, developing, engaging and retaining high performing staff. Providing a physically and psychologically safe workplace is fundamental to achieving a high-performing workplace.

The following systems will be in place to ensure excellence in workforce

<i>Priority</i>	<i>Strategy</i>	<i>Measure</i>
Shared workforce planning to proactively plan for the appropriate personnel and skills to deliver high quality care and to meet changing consumer needs	Shared approaches to recruiting, retaining and supporting the local workforce developed	Joint workforce plan developed, implemented and monitored
Support staff wellbeing through change	Provide proactive wellbeing tools and education	Staff wellbeing monitored and supported
Clear communication of role expectations, responsibilities and standards of performance across the stepped care model	Adopt/develop and communicate scope of practice framework across the stepped care model	Agreed scope of practice framework across the stepped care model communicated to staff

4. Risk Management

Consistently safe practice is built on staff awareness and knowledge. It is supported by robust systems that prioritise safety. Effective systems support staff to identify and respond appropriately when things go wrong. It is essential that all issues related to risk are subsequently analysed in order to inform future practice and improve safety.

The following systems will be in place to ensure excellence in risk management

<i>Priority</i>	<i>Strategy</i>	<i>Measure</i>
Risk considerations and data inform strategic planning	Risk considerations and data are shared to inform planning	Risk considerations and data are shared to inform planning
Care transitions	A clear framework outlines which organisation holds the risk during care transitions (including waiting lists)	Care transitions included in stepped care model scope of practice
Clinical incidents	Clinical incidents relating to the stepped care model are shared to integrate learnings	Clinical incidents register

5. Clinical Practice

Good clinical practice requires systems that support clinicians to provide safe and appropriate care for each consumer with the best possible outcome, working within the clinical scope of the organisation. Clinical practice should strive for patient-centred, cohesive, integrated care at all times along the care continuum. It should ensure a shared understanding of the care pathway and goals between clinicians and consumers.

The safety, effectiveness and appropriateness of care should be regularly reviewed using appropriate measures and reporting mechanisms.

The following systems will be in place to ensure excellence in clinical practice

<i>Priority</i>	<i>Strategy</i>	<i>Measure</i>
Clinician participation in improvements	Clinicians participate in the design and review of clinical systems and processes and support clinical innovation	Processes in place to partner with clinicians on clinical systems and processes
Clinical care processes and outcomes are measured across all services	Shared monitoring and outcomes framework and indicators developed	Shared monitoring and outcomes data shared according to framework
Appropriate utilisation of healthcare	Utilisation of healthcare is monitored and reviewed as a component of quality	Review of consumers level of needs according to service type. Review of waiting times.

Formalising commitment

Organisations and community groups who are involved with programs or services across the stepped care model will be asked to formally sign on to this clinical governance framework through a Charter of Commitment.

Monitoring and reporting

The clinical governance framework will be reported against every 12 months and reviewed every 12 months by the Goulburn and Mental Health and Wellbeing Steering Committee

Date approved:

Review date: 01/07/2022