



# Good Governance



*Our heart is in the health of the country*

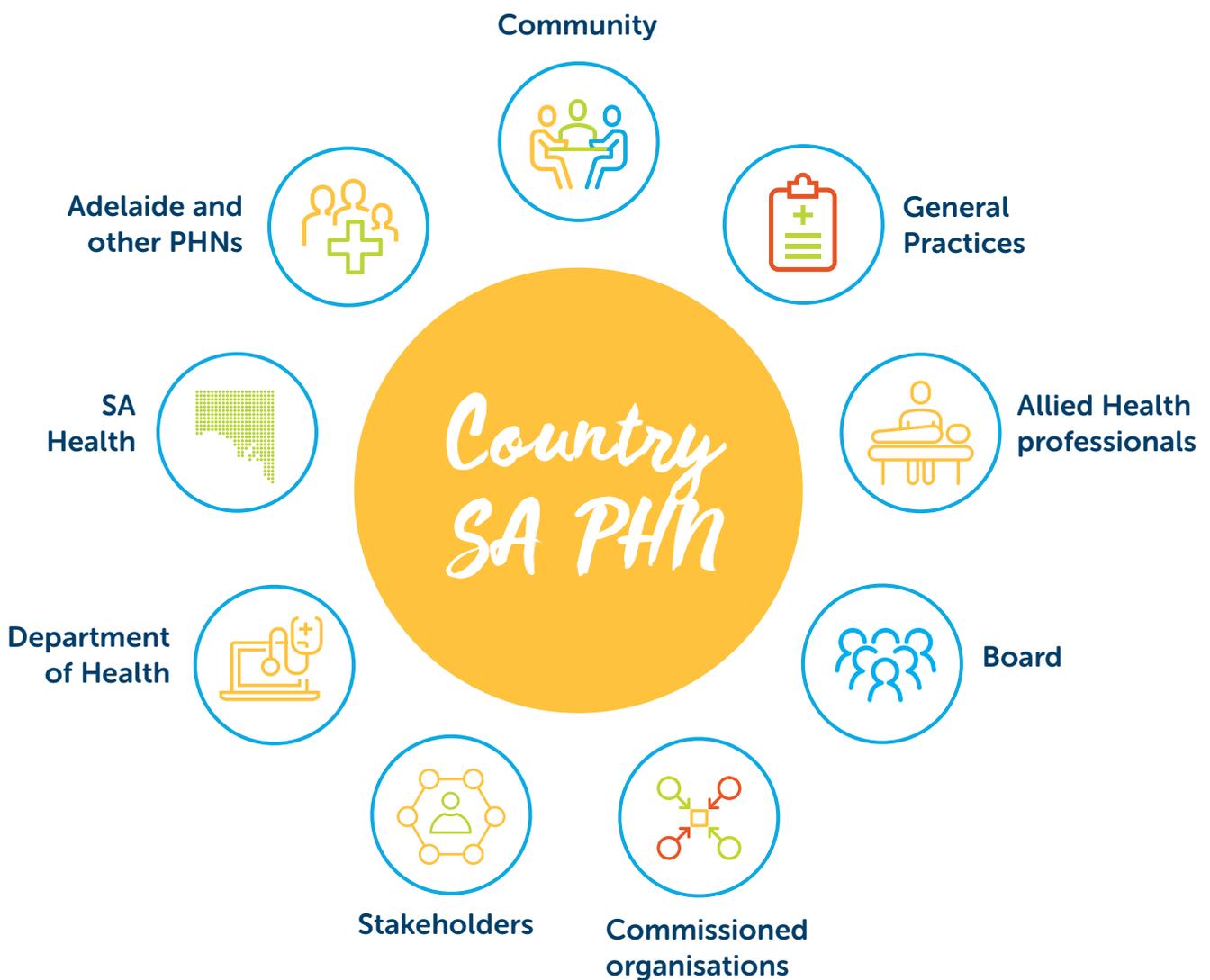
# What is Good Governance



Good governance is hard to define. It isn't something tangible we can touch or hold – rather it's about processes and interactions. Governance is a process where we determine how we make important decisions and how accountability is rendered. We tend to see it as a governance structure, system or framework from which the process and good principles apply. This takes the form of agreements, procedures, conventions or policies. Our good governance is also about the more strategic aspects of steering: about the larger decisions, about our organisational direction and our team who help ensure we get there.

Our governance structure ensures the promotion of sound corporate governance principles and direction. It forms the procedural foundation of our work to bridge the gap in health inequity and access in country South Australia.

As such, our governance structure underpins our relationships. It is the cornerstone of the way we interact with everyone that we engage with – most importantly country South Australians – those whose health outcomes we exist to improve.





We are governed by an appointed Board.

### The Board's role is to:

- provide Country SA PHN with effective governance of the organisation;
- represent it to the community; and
- accept responsibility for the achievement of the goals it sets in consultation with employees and stakeholders.

### Our Board's requirements include:

- Roles and Responsibilities
- Purpose and Strategy
- Risk
- Organisational Performance
- Effectiveness
- Integrity and Accountability
- Organisation Building
- Culture and Ethics
- Engagement



Our Board understands regional and remote South Australia – living and working in our country communities right across South Australia.

## Clinical Councils and Local Health Clusters

### Clinical Councils

Clinical Councils are networking committees that provide us with clinical advice and facilitate community and clinician engagement. Clinical advice helps us to work collaboratively to develop local strategies to improve patient outcomes – particularly those at risk of poor health and to contribute to effective local population planning.

### Local Health Clusters

Our Local Health Clusters (LHCs) are this voice of the community – providing an essential community perspective and professional and local knowledge to our health care decision making. We work hand in hand with the LHCs to put local voices into action – ensuring that our decisions and investments in health services are:



Patient centred



Cost effective



Locally relevant



Aligned with existing local care experiences and expectations

# Code of Conduct



As an organisation we are committed to our guiding principles, the conduct of a professional business, the empowerment of those who work in the business and compliance with all applicable laws.

## Our guiding principles are:



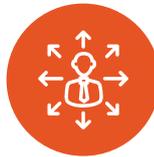
### Customisation of service

We will, where possible, tailor services to meet local communities needs



### Quality of service

Our service providers will, where possible, achieve outcomes in a cost-effective and efficient manner



### Empowering our people

We will empower our people to be independent and self-directed, within a framework of accountability

We will encourage and value innovation and personal development

We will support our people to achieve positive and measurable outcomes



### Valuing and respecting each other and our contributors and partners

We will value appropriate good behaviours and positive work and social ethics

We will value and respect the needs of those marginalised and under-represented within our communities

Country SA PHN has developed its own Code of Conduct to clearly set out the standard by which the Board, all employees and contractors are expected to adhere. Strong and visible leadership is a critical factor in achieving support for and adherence to this Code.

## Our Code is founded on and reinforces our foundation values:



**Valuing the individual**



**Respect**



**Equity**



**Knowledge and understanding**



**Relationships and collaboration**

## Our Code includes our Professional Conduct Standards:

- Professional and courteous behaviour
- Public comment
- Handling official information
- Use of company resources
- Conflicts of interest
- Outside employment
- Acceptance of gifts and benefits
- Criminal offences
- Reporting unethical behaviour
- Work health and safety



Risk Management is an integral part of good governance and applies across all aspects of our organisation. To mitigate risk we have built a robust governance structure which allows for strong checks and balances that will ensure that risk at any level will be identified early and managed appropriately.

## We will:



**Meet our compliance responsibilities**



**Manage our compliance risks**



**Conduct our business in a lawful and responsible manner**



**Adhere to current legislation and regulations**



**Achieve best practice**



**Maintain high ethical standards and professionalism**

## We have a Risk Management Framework integrated into our organisational systems to:

- Maintain and underpin good governance
- Manage corporate and clinical responsibility
- Contribute to the realisation of our strategy
- Provide stability, security and peace of mind for our members, stakeholders, local community and staff
- Maximise sustainable value from our activities
- Mitigate risk by using the best available information for balanced, prudent, transparent and inclusive decision making
- Ensure a robust risk management culture
- Ensure compliance with legislative and regulatory responsibilities, quality and safety standards
- Increase the probability of success associated with achieving our objectives
- Facilitate continuous improvement
- Mitigate the risk of critical functions being disrupted in the event of a significant disruption from internal or external events through a Business Continuity

## Fraud and Corruption Prevention & Risk Management



A clear and effective policy on fraud and corruption control is an important aspect of our Risk Management Framework. This policy is necessary to operate efficiently and to protect our assets and reputation.

As such, we have robust systems and procedures in place to ensure risk is minimised, as far as possible, and that where instances do occur, there is a prompt and effective response to them.

We maintain transparent and detailed financial records and accounting to secure all financial transactions from the possibility of fraud and any other corrupt activity which may endanger our viability and reputation.

Good corporate governance demands that we have a zero-tolerance approach to fraud and corruption.

Our fraud and corruption risk management strategies include:

- Clear allocation and separation of duties
- Promoting an appropriate culture, consistent with our values
- Undertaking a fraud and corruption risk assessment at least twice annually
- Undertaking ongoing scheduled reviews of related policies and procedures
- Managers undertaking annual reviews of their areas of activity
- All staff members have a duty to report suspected fraudulent activity

## Financial Management



Country SA PHN manages its finances in an efficient and effective manner, in compliance with both statutory and contractual requirements. This applies to the Board, all employees, service providers and contractors. We are all committed to complying with all applicable laws.

The Board has ultimate accountability for Country SA PHN's financial management.

We have sound and disciplined financial management systems within a framework that provides:



**Appropriate detailed reporting to management to support sound decision making**



**Relevant reporting to board and governance committees to underpin strategic and governance thought, leadership and resolution.**

## Privacy and Confidentiality



Country SA PHN preserves the highest levels of discretion and privacy surrounding any, and all, information and data held as an integrated part of the business. This applies to all employees, Board members and other stake-holders as required under the Australian Privacy Principles (APP).

# Performance and Quality Management



Country SA PHN is committed to implementing an efficient and effective Quality Management Framework (QMF). The QMF describes the various processes, features and management systems that ensure we provide quality services by providing:

- Visible personal leadership
- Planning for the organisation's future
- A culture of continuous quality improvement
- Direction relating to achieving our objectives

**We believe that quality is fundamental to organisational culture and values and underpins the way we work and interact. We continually improve the QMFs effectiveness through:**



Ongoing management review



Analysis of audit results



Data



Corrective and preventative actions



Seeking stakeholder feedback



Measuring and analysing our provision of services



The Quality Management Committee

# Human Resources



Country SA PHN is dedicated to providing the support, development and advocacy for all employees to ensure a safe and encouraging work environment.

Our Human Resources department will work with the organisation to promote the engagement of a competent, committed and achievement focused team and provide the following support:

- Provide employees with a clear job description
- Assist suitably skilled and qualified staff to meet organisational objectives
- Provide training and professional development
- Ensure a robust performance management system
- Ensure verification of all credentials and suitability of all employees and contractors
- Ensure effective intra-organisational communication and engagement in the organisational goals, vision and mission
- Provide HR management systems and process

# Data Governance



To ensure good data governance, we have a Data Governance Framework that focuses on collecting, managing and securing external data sources. This framework is guided by a Data Governance Advisory Committee with membership from the Clinical Councils and other key stakeholders.

A key aim of the framework is to ensure that data collected is stored and managed ensuring quality, confidentiality and alignment with standards such as the Australian Institute of Health and Welfare (AIHW) national metadata standards. We also collaborate with external data organisations such as AIHW and SA-NT DataLink, in the development of the framework to ensure best practice.

## Data Governance Organisational Structure

This diagram demonstrates how our Data Governance Organisational Structure fits within our overall corporate structure.

