Quality, Risk and Governance Framework

1 July 2025

Catholic **Early EdCare**
WATCH THEM GROW

centa**care**
Care is our calling.

Our vision

Communities will be built on justice and transformed through faith, hope and love.

Our mission

To provide high quality care services to support people, strengthen families and build communities in the spirit of the Gospel.

Our values

Respect for the dignity of the individual
Integrity in the delivery of our care services
Equity and justice for those we support

Table of contents

Acknowledgement of Country

Centacare acknowledges the occupation and care of the land, waterways and sea by Traditional Custodians and their continual cultural connection to Country as expressed through their history, music, language, songs, art and dancing. We acknowledge all Aboriginal and Torres Strait Islander peoples as having the oldest continuing cultures on the planet.

Archdiocesan Reconciliation Action Plan Artwork
Created by Shara Delaney, a proud descendant of the Noonuccal, Ngugi and Goenpul clan groups of Quandamooka, whose ancestral lands lie along Brisbane's eastern coast.

This artwork represents the Archdiocese of Brisbane as the face of the Catholic Church of South East Queensland.

It's more than care. It's a calling.

By supporting the aspirations and needs of people with all kinds of ability and vulnerability, Centacare brings the loving care the Gospel teaches into our communities every day. As a Catholic organisation, care is our calling.

At Centacare, we share a common belief that we are created equal and deserving of loving care.

We also believe that care is a calling for our people. No matter where their calling comes from, Centacare workers have a deep commitment to ensuring everyone in our community is not just cared for, but cared about, in ways that help them live their fullest lives.

Across aged care, community and pastoral care, disability care, early edcare and family and relationship care, our teams walk alongside people on life's journey. These teams come together to provide the holistic support a person needs to thrive.

As the social services arm of the Catholic Archdiocese of Brisbane, we draw on the values that inspired our parish communities to reach out and support those in need in their local area many decades ago. Our Catholic Social Teaching Principles underpin the way we work with people of all cultures, backgrounds and faith traditions across South East Queensland.

From the New South Wales border, north to Hervey Bay and west to Eidsvold and Gatton, we strive to put the right people in the right places at the right times, addressing all abilities and vulnerabilities with compassion, care and a commitment to social justice.

From the chair

It is my pleasure to introduce a revised Quality, Risk and Governance Framework for Centacare.

This document reflects the significant change journey we have undertaken in the past few years to ensure Centacare is an organisation which truly puts the people we serve at the heart of everything we do.

Our journey has included a new organisational design and implementation of a systematic continuous improvement process that allows us to identify issues, design and implement changes, and monitor and test effectiveness of those changes.

At Centacare, we take our promise that care is our calling seriously. We are committed to honouring a person's rights and minimising the risk of harm. With the implementation of this framework, we can be sure we match the commitment and care we are so well known for with professional expertise, rigour and consistent, quality approaches.

The revised framework builds upon our previous work and introduces new core principles and domains, which reflect our calling, commitment and the Catholic Social Teachings which guide our work.

It reinforces that effective quality, risk and governance is the responsibility of every Centacare worker and essential to promoting accountability and transparency. It also reiterates our commitment to providing the best possible outcome and experience to the people we serve.

Thank you to the many participants and workers who have contributed to the review of this framework. High quality care is at the heart of all we do. I invite every member of our organisation and the community to embrace this framework as we work together to continuously improve our service offering based on our lived experiences and learning.

Vanessa Sullivan
Chair
Centacare Council
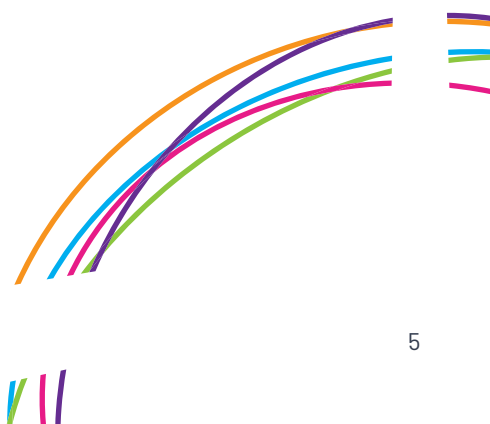
Effective quality, risk and governance is achieved when integrated systems, processes, leadership and workplace culture are at the core of person-centred services and underpinned by continuous improvement.

Purpose of the framework

The purpose of Centacare's Quality, Risk and Governance Framework is to ensure the care we provide is:

- safe
- effective
- person-centred, and
- connected.

The framework guides how we use integrated systems, processes, leadership and workplace culture to deliver the care we promise our participants and children, while remaining committed to continuous improvement.

This framework aligns with all relevant national quality and safety requirements, licencing and accreditation requirements. It enables workers to adapt and consistently apply appropriate quality, risk and governance across all aspects of the services they provide to participants, children and their support networks.

Maintaining these quality, risk and governance systems and processes will:

- ensure Centacare participants, children and their support networks feel safe and confident they are being supported to achieve their intended outcomes, and
- enable workers to:
  - competently and confidently undertake their roles in a safe and supportive environment, in accordance with Centacare policies and procedures, and
  - have clear responsibility and accountability to participants and childrens, funders, governing bodies, partners and key stakeholders.

The framework also provides guidance that supports consistency in:

- delivery of culturally safe and accessible services that promote participant and child empowerment
- systems that proactively identify and prevent circumstances that put individuals at risk of harm
- planning, measuring and reporting of quality and safety measures
- compliance with statutory, regulatory and ethical responsibilities, and
- undertaking participant, child and partnership feedback processes to improve the experience of accessing supports.
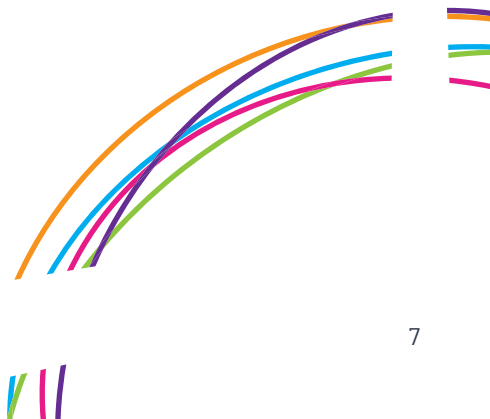
Key elements of the framework

Our goal is that the people we walk alongside are supported to achieve what matters to them most, with services that are safe, effective, person-centred and well connected.

This framework describes the way we will work in five key areas (our domains) to achieve this outcome.

The **eight guiding principles** describe our expectations and the way we commit to working with participants and children, support networks, workers and partners.

The **domains** are the five key areas in which we apply these principles.

The **roles and responsibilities** set out the ways everyone involved in this endeavour contributes to our goal.

The **continuous improvement methodology** describes the approach we take to always looking for ways to improve.

Our services are:

Safe – free from preventable harm including abuse, neglect or isolation.

Effective – founded on contemporary leading practice evidence, providing appropriate services in the right way at the right time, and supporting individual outcomes and experience.

Person-centred – acknowledge, support and respect a person's inalienable right to choose and control how their services are designed and delivered.

Connected – working together to achieve shared goals; people experience service and support continuity as they move through the service system.

Guiding principles

| Guiding principle	What this looks like
1. Excellent participant and child experience	We are committed to delivering a positive experience for participants and children every time (safe, coordinated, effective and person-centred).
2. Clear accountability and ownership	All workers: • demonstrate accountability and ownership for quality, risk and governance • own and contribute to service outcomes • are compliant with legislative, regulatory and contractual obligations as well as Centacare's policies and procedures.
3. Safeguarding and wellbeing	Service delivery and governance promote the safety and wellbeing of participants and children. The environment promotes safe and high-quality care and education for participants, children and workers.
4. Innovation and continuous learning and improvement	All workers: • are appropriately supervised and have access to regular supervision, training and educational resources to maintain and enhance their required skill set • actively participate and contribute expertise and experience to the care and education that we provide • are provided with continuous quality improvement tools that promote reflective practice and are embedded into workplace practice and service provision. Performance and progress are measured, benchmarked and used to manage risk and drive improvement in the quality of services.
5. Proactive collection and sharing of information	All workers: • adhere to information sharing, confidentiality and privacy policies and regulations, including mandatory reporting responsibilities and informed consent • communicate clearly and transparently with participants and children about information sharing, including access to records. Robust data is collected, shared and informs decision making, continuous improvement, review and evaluation.
6. Openness, transparency and accuracy	Reporting and reviews are transparent, accurate and clearly linked to decision making.
7. Partnerships with participants and children and their support networks	Participant and child engagement is actively sought and supported at all levels, from engagement in direct service provision, service design and delivery, to governance and oversight.
8. Empowered workers, participants and children	Organisational culture and systems are designed to promote and support safe services. Workers, participants and children feel comfortable to speak up about quality and safety concerns and are listened to. Service delivery places participants, children and their support networks at the centre of decision making.

Continuous improvement methodology

The Plan-Do-Study-Act (PDSA)[1] continuous improvement methodology underpins our cycle of continuous learning and improvement.

The methodology is employed by Centacare. It is widely used in the human services sector, intuitive, easy to implement and applicable to all Centacare service types.

The four stages of this cycle are:

Plan	Do
After identifying an opportunity for improvement, confirm the hypothesis as to cause and select the preferred improvement approach. This is also the time when you will identify the data you want to collect and track to understand how the improvement is progressing over time.	Once the plan is complete, it is time to start! At this stage it is important that everyone who needs to be involved in the improvement activity is aware of what is expected of them, and that they are empowered to act in accordance with these expectations.
Study	**Act**
Interrogate the qualitative and quantitative data to test the validity of the plan for signs of progress and success, or problems and areas for improvement. Identify strengths as well as further improvement opportunities.	This stage returns us to the start of the cycle, integrating the learning generated by the entire process. Use this to adjust the goal, change methods, reformulate a theory altogether, or broaden the learning improvement cycle from a small-scale experiment to a larger implementation plan.

[1]https://deming.org/explore/pdsa/
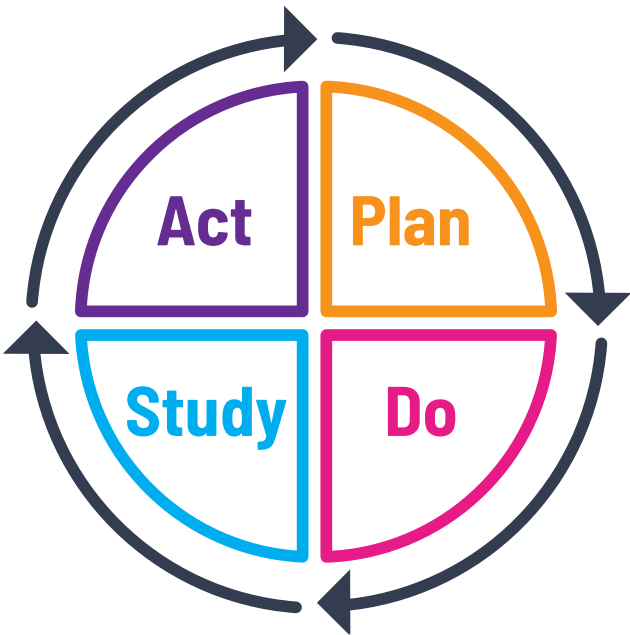
Domains

Centacare's Quality, Risk and Governance Framework exists within the system of the broader governance, oversight, strategy and assurance arrangements. This ensures we remain accountable and future focused, with appropriate corporate governance arrangements such as financial, risk and business mechanisms in place, and aligned to support the delivery of safe, effective, connected, person-centred community services.

Centacare quality risk and governance systems comprise five domains that are underpinned by continuous monitoring, evaluation and improvement. They are interconnected and interdependent and include:

1. Leadership and culture

2. Participant, child and support network partnerships

3. Workforce

4. Leading practice

5. Risk management.

Domain 1: Leadership and culture

Our aspiration

Our Quality, Risk and Governance Framework acknowledges the importance of a safety culture underpinned by the principles of leadership support, psychological safety, employee wellbeing and employee engagement.

Our organisation's culture is shaped, fostered and enhanced by our leaders. A strong organisational culture does not happen by chance. It is cultivated through fairness, respect and transparency.

We create a physically and psychologically safe workplace and our strong leadership and safety culture enables safety to be prioritised, risks to be managed and continuous improvement to be encouraged, leading to better care delivery and participant and child outcomes.

Our supports

- Appropriate governance structures, including committee and reporting structures, are in place to effectively monitor and improve quality performance.
- Clear vision and expectations about the effective management of quality, risk and governance.
- Organisational alignment in strategic goals and priorities for providing safe, high-quality services and experience.
- A supportive, transparent and just culture set and led by Centacare Council and communicated as a whole-of-organisation responsibility.
- Clear accountability assigned for planning, monitoring and improving the quality of each service or program.
- Regular review of quality and safety performance and act for improvement.
- Visible engagement with support workers in their roles.
- Effective supports in place for workers who identify quality and safety issues.
- Identified roles, responsibilities and accountabilities for clinical quality and safety.
- The development and support of leaders at all levels of the organisation who promote and drive high-quality services.
- The development of worker skills and systems for achieving high-quality services and managing change and improvement across the organisation.

Our measures

- Strategic goals and priorities for safe, effective, connected and person-centred services are known and understood throughout the organisation.
- Centacare employee survey results reflect positively on the quality and safety culture of the organisation.
- Regular reports measuring the effectiveness of quality, risk and governance are provided to governing bodies.
- Leaders create systems for worker, participant and child feedback about the quality and safety of services and demonstrate action in response.
- Appropriate governance structures, including committee and reporting structures, are in place to effectively monitor, improve and report on quality risk and governance.

A continuous PDSA improvement project in this domain may look like the following:

Action	Plan	Do	Study	Act
Provision of high quality and safe care and education is clearly articulated in the strategic plan.	The strategic plan is reviewed to confirm that expectations for provision of high quality and safe care and education are clearly articulated. A decision is taken to measure the effectiveness through the regular worker survey as well as through inclusion of this topic on regular worker meetings.	The strategic plan is reviewed, and the regular worker survey is updated to include a question about worker understanding of expectations of delivery of high quality and safe care / education. If required, a refreshed strategic plan is formally launched through a communication process.	Worker understanding of Centacare's expectations in relation to provision of high quality and safe service delivery is tested qualitatively through feedback at regular worker meetings and quantitively through analysis of the responses to the regular worker survey.	Based on the results reviewed, a decision may be taken to further refine the strategic plan, to provide additional learning and development support to people leaders and / or to refresh communications.
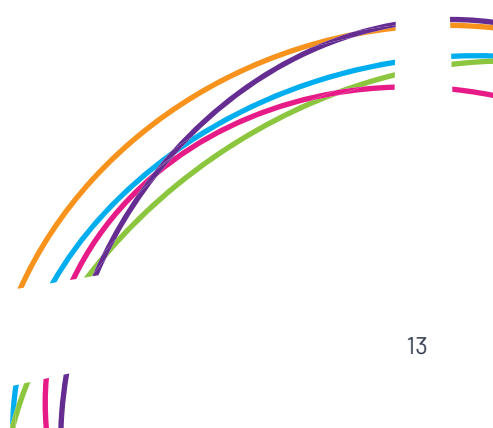
Domain 2: Participant and child partnerships

Our aspiration

Recognising and responding to the individual needs of participants and children are key priorities for Centacare.

We aim to promote a culture where participants and children are encouraged and supported to express their preferences, and to make decisions about their care or education. Effective engagement involves communicating, listening and responding.

Building effective partnerships with participants is crucial for improving outcomes and driving continuous improvement. It also helps us to better Plan, Do, Study and Act to develop services that meet the needs of our clients.

When there are incidents of concern, open disclosure processes are used to communicate with participants and children, and with their families and carers where appropriate.

Our supports

- The organisational culture supports clear, open and respectful communication and partnership between participants, children and workers at all levels of service delivery.
- Services respond to the diverse needs of participants, children and the community.
- Policies and procedures ensure that the individual needs, goals and preferences of participants and children are the priority, and are identified, communicated, recorded and used to guide service delivery.
- Processes for participants and children are monitored for their effectiveness, and their rights and responsibilities are discussed, respected and promoted as described in relevant Charters.
- Participants and children are made aware of regulatory bodies available to assist and advocate for them.
- Complaints are responded to compassionately, competently and in a timely fashion, with feedback provided to all parties about the action resulting from their input.
- Open disclosure processes are in place to communicate with participants, children and their support networks when things go wrong.
- Participants and children are:
  - provided with the opportunity and supported to participate in organisational processes for planning, monitoring and improving the delivery of services
  - actively invited and supported to provide feedback. Services learn from and act on participant and child feedback on service delivery to make improvements.

Our measures

- The voice of participants and children is represented at all quality, risk and governance levels of the organisation.
- Participants and children feel they are making a useful and respected contribution to improving the care and education provided at Centacare.
- Services afford participants and children the right (or dignity) to take reasonable risks.
- The individual needs, goals and preferences of participants and children are recorded and regularly updated and guide the delivery of care and education provided.
- Participant and child feedback is responded to within policy timeframes, and trend data analysed to inform improvements.
- Participants, children and their support networks report positively about their experience of involvement in their own care and education.
- Participants, children and their support networks participate in the planning, design, delivery and evaluation of services.
- Participants and children are:
  - represented on committees and working groups where appropriate
  - engaged in proactive projects at the service level to participate in service improvement initiatives.

A continuous PDSA improvement project in this domain may look like the following:

Action	Plan	Do	Study	Act
A decision is made to review and enhance, where necessary, the information provided to participants, children and their support networks as to how they can provide feedback.	All currently available materials and channels for participants, children and their support networks are collated, and a desktop review is undertaken. This review informs a series of targeted interviews with selected participants, children and their support networks. A decision is taken to enhance both the direct communication about feedback mechanisms at service commencement and the information that is available online; and to measure the effectiveness of this approach through identified feedback mechanisms available to participants, children and their support networks.	Documentation is refreshed. Online communication material is enhanced and relaunched. Communication about this newly available material is formally launched through a communication process to workers, children and their support networks.	Data is collected including insights from participant and child feedback surveys, website metrics and metrics from participant and child feedback mechanisms. This includes segmentation of engaged audiences and themes across channels.	Insights from the data collected are used to make further enhancements to the information available at onboarding and online, as well as to revisit the hard copy information that is available at each service.

Domain 3: Workforce

Our aspiration

Centacare aims to have the right people in the right place with the right skills to deliver the right service. Compliance with our regulatory obligations ensures that all people who work for (or provide services on behalf of) Centacare meet the background checks, knowledge and experience requirements.

Our systems support skilled, competent and proactive workers, built through a comprehensive approach to recruiting, allocating, developing, engaging and retention.

All workers are provided with access to information and training on effective approaches to continuous service improvement and how they can contribute to delivering high-quality services.

Robust organisational development systems enable workers to strengthen their skill sets, work within their scope, engage in quality improvement, provide supervision and manage performance effectively.

Our supports

- Strategic planning, allocation and management of the workforce provides the appropriate personnel and skills to deliver high-quality services and to meet changing participant and child needs.
- A safe and fair workplace based on a just culture and mutual respect is provided, with systems in place to address issues with culture such as workplace bullying, unconscious bias and discrimination.
- Clear communication of role expectations, responsibilities and standards of performance is provided to all workers, who are supported and held accountable for meeting these expectations.
- Workers have the qualifications and experience to provide high-quality services and participate in ongoing professional development to maintain and improve skills.
- Workers and contracted health practitioners have appropriate qualifications and experience to provide clinical care. The status of Australian Health Practitioner Regulation Agency (AHPRA) registrations is monitored for currency.
- There is a fair and equitable process for addressing individual performance that prioritises participant and child safety and protection from harm.

- Policies and procedures are in place for managing complaints or concerns about a worker.
- Evidence-informed training and tools are provided so workers can monitor and improve their own practice and organisational processes more broadly.
- Worker feedback is sought and used in a visible way to improve services.
- Reflective practice, mentoring and supervision is used to support, monitor and develop workers.

Our measures

- Worker orientation and training includes quality and safety systems, and outlines clear goals and expectations for the quality and safety of care and education to be delivered.
- Mandatory training requirements have been met.
- Position descriptions include clear responsibilities and accountabilities in relation to quality, risk and governance.
- Workers participate in professional supervision as required.
- Where required, a worker's professional registrations align with position requirements and are current.
- There is 100% compliance with probity checks across the organisation.
- Worker ratios/appropriate worker levels and skills mix targets are in place and adhered to, and meet quality and accreditation standards.
- Incidents of workplace harm are investigated, and corrective actions implemented where gaps or areas of improvement have been identified.
- Participation in worker performance reviews meet policy guidelines.
- Worker turnover rates are within target ranges for this sector.
- Indicators of employee satisfaction and wellbeing are captured by the Centacare employee survey and demonstrate improvement over time.

A continuous PDSA improvement project in this domain may look like the following:

Action	Plan	Do	Study	Act
Review of the effectiveness of the current annual performance appraisal and development (PADP) process.	The current annual performance appraisal and development process is reviewed considering sector leading practice. A new appraisal and development process and supporting tools are drafted and a pilot site for implementation is selected.	The new process is launched in the pilot area through the provision of targeted training of people managers in that area as well as detailed communication to impacted worker. A feedback survey is designed for completion by both the worker and the manager to complete separately after the annual PADP document has been finalised.	Worker understanding of Centacare's expectations in relation to provision of high quality and safe care and education is tested qualitatively through feedback at regular meetings and quantitively through analysis of the responses to the regular employee survey.	Based on the review of results, a decision may be taken to further refine the strategic plan, to provide additional learning and development support to people leaders and / or to refresh communications.

Domain 4: Leading practice

Our aspiration

Care and education service delivery is not 'set and forget'. It must be closely monitored, regularly reviewed and evaluated, evolving in line with emerging evidence and technologies and changing participant and child needs.

Evidence-informed leading practice involves decision making which is based on the integration of worker expertise and the best available evidence-based research.

Centacare quality, risk and governance policies, processes and systems help workers actively manage, guide and improve the delivery of care and education in line with leading practice.

Our supports

- Evidence-informed services are provided within the scope of funding and service agreements.
- Service standards and protocols are clearly articulated, communicated and adhered to across the organisation.
- Clearly defined roles, scope of practice and supervision processes support all people to work safely and effectively.
- Data on the safety, effectiveness and person-centeredness of services is collected, analysed and shared for the purposes of both accountability and improvement.
- Clear procedures are in place for the sharing of information when participants or children are transferred to or from external providers.
- Record keeping is in place within service level participant and child information management systems and required funder systems.
- This quality, risk and governance framework is implemented effectively across all services.
- Active partnerships are developed with participants and children to inform a shared understanding of needs and goals.
- Participants and children experience smooth, connected transitions across settings and services.
- Workers participate in the design and review of service systems and processes, supporting innovation.

Our measures

- Management, executive and governing bodies are empowered to make decisions about quality, risk, and governance.
- Benchmarking and trend information about the effectiveness of services is available to, and used by, leaders and governing bodies.
- Improved performance is demonstrated over time.
- People work within their approved roles/professional scope of practice.
- Services participating in accreditation audits meet all required standards.
- Quality, risk, and governance measures are reported to and monitored by relevant committees.
- Continuous improvement plans and audit schedules are in place and adhered to.
- Processes are in place to review and introduce new services safely and to meet regulatory and Centacare expectations for quality of delivery.
- Workers engage in reflective and leading practice initiatives such as communities of practice, reference groups and complex case review multidisciplinary meetings.
- Performance indicators and outcome measures are established and communicated with key stakeholders.

A continuous PDSA improvement project in this domain may look like the following:

Action	Plan	Do	Study	Act
Determine Centacare's preferred approach to the identification and application of 'leading practice' evidence into the continuous improvement program.	Consider budget available for 'leading practice' identification and determine most effective application of these funds eg investment in sector scanning tools and attendance at conferences. Agree the preferred approach and define expected outputs from investments made.	Implement agreed approach through the provision of targeted training of people managers as well as detailed communication to workers regarding expectations for outputs.	Relevance, usefulness and utility of the information collated through the approach taken. Determine return on investment.	Refine approach considering decisions indicated from the study phase.
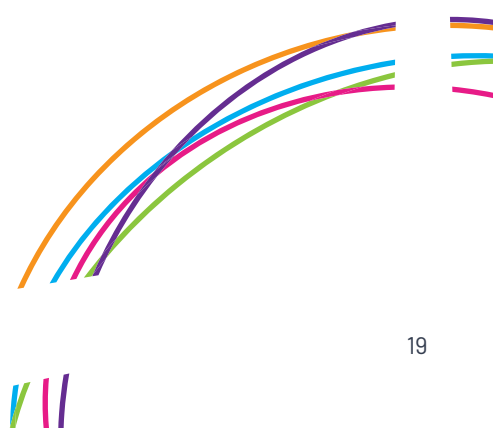
Domain 5: Risk management

Our aspiration

Centacare's Quality, Risk and Governance Framework relies on the totality of systems, structures, policies, processes and people within Centacare to identify, evaluate, monitor, report and control or mitigate all internal and external sources of strategic and operational risk.

Conscious and considered management of risk is everyone's responsibility. Leading practice risk management:

- addresses all mistakes and errors thoroughly and promptly, regardless of size and scale acknowledges and embraces the complexity of the sectors it operates in
- promotes a shared understanding that awareness of problems and solutions comes from the front line
- anticipates trouble spots and responds flexibly to identify errors and develop solutions in dynamic environments
- values expertise over authority.

In Centacare, risks are understood, monitored and managed within council-approved risk appetite.

Our supports

- The organisational culture supports workers to pursue safe practice and promotes a 'speak up' culture for safety.
- Organisational risk considerations and data inform goal and priority setting and the development of operational and strategic plans.
- A planned, proactive, systematic and ongoing evidence-based approach to creating safety for participants, children and workers is in place.
- The identification, reporting and management of participant and child risks and incidents are undertaken in accordance with the organisation's risk and incident policy framework.
- Policies and procedures address core aspects of quality and safe service provision, and key clinical risk areas, including medication management, infection control, anti-microbial stewardship, minimising the use of restraint, end of life care, and deterioration in mental, cognitive and physical health.
- Known participant and child risks are proactively addressed. Services use effective risk management templates to identify participant and child risk mitigation strategies. Risk management plans are well communicated and periodically reviewed.

- Risks and incidents are proactively identified, recorded and monitored through the organisation's risk and incident system.
- Participant and child incidents are investigated to identify underlying practice and systems issues and any root causes; this information is used to make improvements in relation to quality and safety.
- The organisation complies and adheres with risk-related legislation and relevant Australian standards.
- Systems and datasets for developing and supporting participant and child risk management are regularly and rigorously evaluated to ensure their effectiveness.
- A program of regular and routine quality and safety reporting is implemented for governing bodies, workers, participants and children.
- Regular review of quality and safety information to identify trends, emerging issues or risks, areas of excellence, opportunities for improvement and the impact of improvement actions.

Our measures

- Workers are aware of key policies and procedures for quality, risk and governance and operate within them.
- Policies and procedures are in place to address participant or child clinical risk areas (e.g infection control, deterioration in mental, cognitive, and physical health).
- Risks are recorded in the Centacare risk registers, the effectiveness of control measures is regularly reviewed, and treatment plans are in place and routinely monitored to ensure that risks return to within appetite range.
- Participant and child incidents are recorded in the incident system, escalated and managed in accordance with policy and procedure.
- Regular reviews of incident data are undertaken by employees, managers, senior leadership and governing bodies to identify trends, improvements and emerging issues.

A continuous PDSA improvement project in this domain may look like the following:

Action	Plan	Do	Study	Act
A decision is taken to include benchmarking in the analysis of quality, risk and governance KPIs.	Data sources are identified and reviewed. Comparable organisations are selected and confirmed. The data source(s) and KPIs to be benchmarked are selected.	Agreed benchmark data is sourced and incorporated into the reporting of regular QRG KPIs. Analysis of trended results is undertaken with the additional consideration of Centacare's performance to benchmark.	Relevance, usefulness and utility of the benchmarked information is reviewed to determine ROI. Market scan is undertaken to identify any newly available benchmark data.	Regular QRG KPI reports are refined considering decisions indicated from the study phase.

Roles and responsibilities

Centacare works with a range of internal and external stakeholders to develop and continually improve its Quality Risk and Government Framework, while ensuring the framework supports a service delivery that reflects our promise it's more than care, it's a calling.

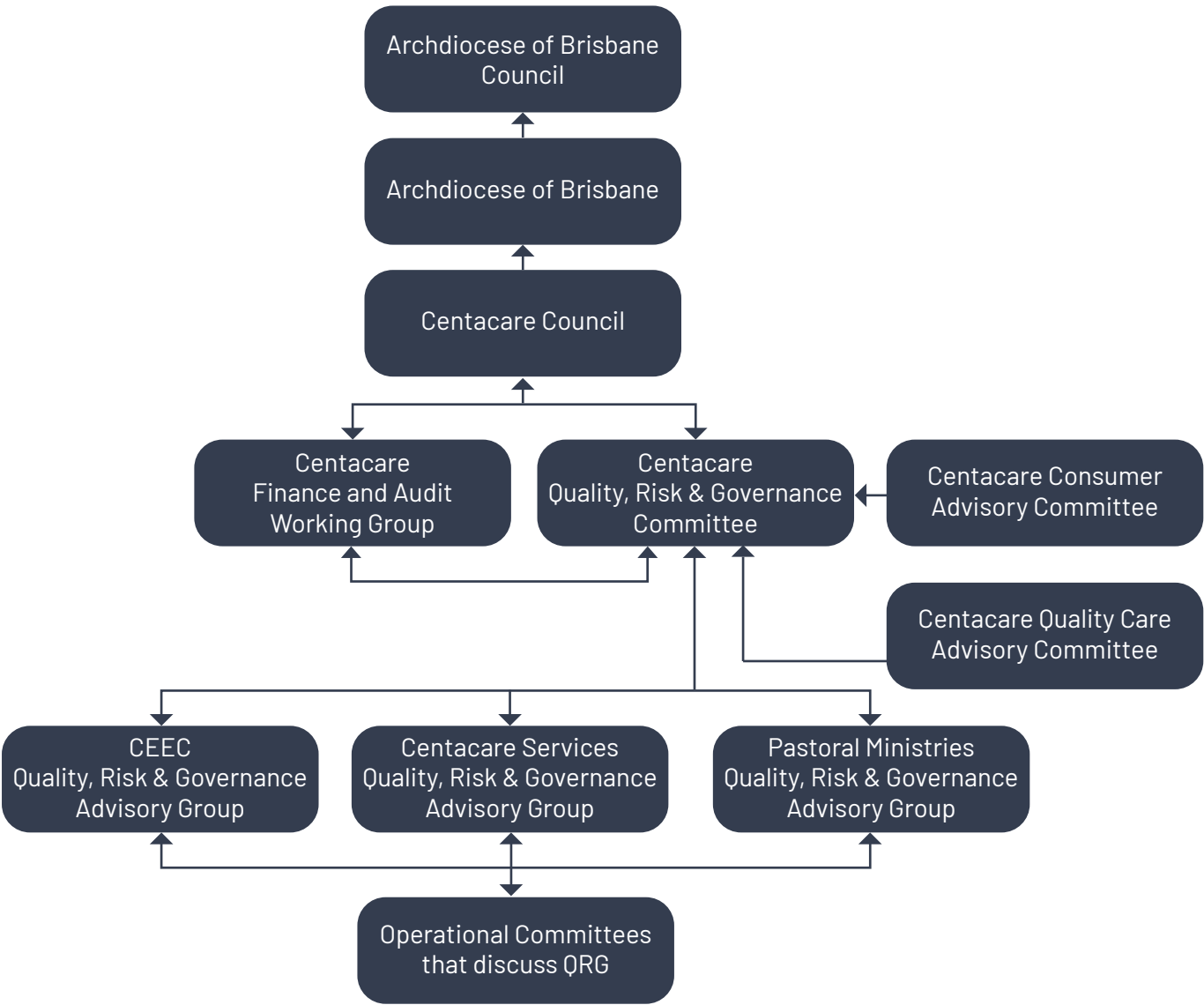| Stakeholders	Roles and responsibilities
The community	Maintain awareness and interest, and provide feedback on service promise and delivery
Participants, children and their support networks	Remain open to discussing how best to meet their needs and achieve their goals Tell us when we are doing well and where we can improve, and allow us to make changes
Workers	Work within the framework when providing services and support to participants and children Are accountable for the quality and safety of care, education and support provided within their scope of practice and as guided by participant and child decision making Commit to promptly identifying and reporting any matters which impact the safety of others and the participant and child experience
Care delivery worker / educators	Ensure the delivery of evidence-based and leading practice Confirm professional registrations are current and registration requirements are met and maintained Commit to seeking and maintaining ongoing professional development to support contemporary practice
Supervisors and frontline leaders	Respond promptly to escalation matters which have, or could impact the safety and experience of others Communicate openly, honestly and effectively to support and lead the provision of high-quality care and education to participants and children Lead by example in role modelling, evidence-based practice and facilitating systems and processes of the framework
Managers, senior leadership team and executive	Have delegated responsibility for operationalising the quality, risk and governance framework and implementing the strategic direction set by Centacare Council Ensure appropriate processes, structures, resources, culture and behaviours are embedded to enable the best participant and child outcomes and the provision of a safe workplace Lead planning and actions to continuously improve care and education, and address risks associated with quality and safety

Stakeholders	Roles and responsibilities
Quality Risk and Governance Unit	Enables and empowers Centacare operations to effectively manage quality, risk and governance through provision of frameworks, policies, tools and techniques to support high quality, safe and compliant care and education Provides objective and independent assurance as to the operational effectiveness of quality, risk and governance systems to Centacare Council and the Quality, Risk and Governance Committee Manages expectations and provides assurance to regulators and external auditors as required
Centacare Council and subcommittees	Provides objective oversight, advice and guidance to Centacare on matters of quality, risk and governance within the current vision and direction of the Archdiocese Provides advice to the Archbishop in matters relating to the activities of Centacare Supports the achievement of the vision of Centacare in the Brisbane Archdiocese Monitors the effectiveness of systems, processes and performance, guiding strategy, shaping culture and managing clinical and enterprise risk
Archdiocesan communities	Support the implementation and delivery of the framework
Archdiocese of Brisbane	The Corporation of the Trustees of the Roman Catholic Archdiocese of Brisbane (the Archdiocese) is the registered provider of services delivered through Centacare

Committee structure, communication and escalation processes

The Centacare Council is responsible for safe, quality services. Centacare's integrated committee governance structure prioritises a strong safety culture and commitment to governance of our quality, risk and governance practices, with reporting lines through to the council.

Archdiocese of Brisbane Council

Archdiocese of Brisbane

Centacare Council

Centacare Finance and Audit Working Group

Centacare Quality, Risk & Governance Committee

Centacare Consumer Advisory Committee

Centacare Quality Care Advisory Committee

CEEC Quality, Risk & Governance Advisory Group

Centacare Services Quality, Risk & Governance Advisory Group

Pastoral Ministries Quality, Risk & Governance Advisory Group

Operational Committees that discuss QRG

Definitions

Participants and children refers to people, families and carers who access Centacare services. This includes people who have accessed a Centacare service in the past or who could potentially access the service in the future. The term participants and children is used throughout this framework and is interpreted within Centacare services by other terms, such as 'client' or 'consumer'.

Workers encompasses all employees, agency staff, contractors and volunteers.

Duty of care is a common law concept that refers to the responsibility of Centacare to provide people with an adequate level of protection against harm. It is the duty of Centacare to protect participants and children from all reasonably foreseeable risk of injury.

The term **support network** means different things to different people. It means any person(s) who plays a significant role in an individual's life. Members of an individual's carer and support network may include parents, family members, legal guardians and decision makers, carers, peers and social networks. Within Aboriginal and Torres Strait Islander culture, the term Kinship is used.

A **just culture** refers to a system of shared accountability in which organisations are accountable for the systems they have designed and for responding to the behaviours of their worker in a fair and just manner. Just culture is part of the effective quality, risk and governance systems. Key features include:

- a systems-thinking mindset to review adverse events and near-misses
- providing a psychologically safe and brave workplace where workers feel safe to report adverse events and near misses
- addressing management cognitive biases we all have as part of being human, and
- shared accountability between the organisation and an individual when adverse events occur.

Open disclosure refers to having an open discussion with a participant, child and their support network, as appropriate, about an incident that may have resulted in harm when receiving services. It may include an apology or expression of regret, a factual explanation of what happened, an opportunity for the participant and child to discuss their experience of what occurred, and an explanation of the steps being taken to manage the event and prevent it from occurring again. Open disclosure is a discussion and an exchange of information that may take place over several meetings.

Safeguarding refers to the standards in place to help protect a person from harm, abuse, neglect or exploitation. Ensuring the appropriate safeguards are in place is critical to protecting a person's right to be safe and to receive quality services.

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