

**MATES4MATES**

Here for those  
impacted by service.

# Service and Clinical Governance Framework.

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[mates4mates.org](https://mates4mates.org)



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## Overview

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Established in 2013, Mates4Mates is one of Australia's leading charities actively changing lives for veterans and their families who have been impacted by military service.

### *Vision*

To make life better for the ADF community affected by injury and trauma.

### *Mission*

An Australia where all members of the ADF community are supported physically, psychologically and socially.

### *Values*

Integrity, Innovation, Compassion, Collaboration.

To assist people with overcoming challenges caused by injuries and trauma, Mates4Mates offers support proven to make a difference, through four key areas of service:

- **Mental Health and Wellbeing services** including evidence-based individual and group therapy. Our skilled team of psychologists, social workers and counsellors are accessible to help those in times of need in person at designated sites and online.
- **Physical rehabilitation and wellbeing services** that are delivered by Accredited Exercise Physiologists in individual and group settings, to support rehabilitation, manage pain and improve health.
- **Social and community connection** activities facilitating regular opportunities for mateship and peer support through social, recreational, and family activities.
- **Skills for recovery** clinical programs to enable veterans and their families to develop new skills and learn techniques to help them find pathways to a positive future. These programs have a therapeutic focus, with some conducted as 4-day residential or 1-day wellness programs and others delivered through in-centre and online programs.

Mates4Mates operates Family Recovery Centres, Veteran and Family Wellbeing Centre's and outreach services, which can play a vital role in the recovery process, providing services in a safe and welcoming environment for those who have been impacted by service. Physical and psychological injuries and illnesses resulting from military service can also seriously impact the family unit. Integral to supporting our veterans, is providing support to their families. Veteran and Family Well-being requires holistic service provision, that not only provides access to evidence-based treatment options, but also improves wellbeing through prevention and early intervention. Mates4Mates services play a role in supporting holistic well-being, delivering services focussed on the social support and connection and health domains of the model below, while working closely with client and other service providers to address other domains.

Department of Veteran Affairs Well-being Model



Service models are evolving in the context of National policy reviews and enhancements in veteran's health and well-being services. Strategic planning for future service delivery is considering factors such as needs of younger veterans and families, changing demographics, differing needs and expectations, technological advances, the clinical evidence base and addressing obligations related to culture and diversity.

**Purpose**

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The purpose of Mates4Mates Service and Clinical Governance Framework (SCGF) is to ensure that veterans, clients and their families can be confident that they are receiving safe and high-quality health support that effectively meets their needs. Service and clinical governance is the system by which community and healthcare services achieve excellence, improve quality, manage risk and maximize safety in service delivery. Through the SCGF Mates4Mates demonstrates a commitment to partnering with service users to be continuously improving the safety and quality of services.

**Scope**

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Safety and quality of care is a whole- of-organisation responsibility. This framework applies to all roles that support the quality and safety of service delivery, including allied health professionals, liaison officers, managers, support staff (e.g. admin, National office supports, RSL Qld shared services) and the Board.

Mates4Mates is a wholly owned subsidiary of Returned & Services League of Australia (Queensland Branch) (RSL Qld) and is governed by a board comprising Directors appointed by the RSL Qld Board and independent non-executive Directors. As a wholly owned subsidiary, the Mates4Mates Board reports to the RSL Qld Board. The General Manager Mates4Mates reports to the Mates4Mates Board and is responsible for the day-to-day management of Mates4Mates as well as leading strategic activities and plans. The Mates4Mates Board Service and Clinical Governance Committee (SCGC), reporting to the Board, will assist it in the performance of its functions related to service and clinical governance.

Mates4Mates operates services across Australia, including Northern Territory, Far North Queensland, South East Queensland and Tasmania. Online services are delivered to support access for people who benefit from this due to their geographical location or personal circumstances.

The Mates4Mates service model is supported by the organisational structure, through which the frontline clinical and liaison officer staff are led by managers with relevant skills and qualifications. Mates4Mates employ a

multidisciplinary team of allied health professions including psychologists, exercise physiologists, counsellors and social workers. Liaison Officers and Senior Liaison Officers deliver social and community connections programs. Service delivery is supported by National Head Office infrastructure, as well as shared services from RSL Qld. Many staff have a background as part of the Defence community and understand what it means to serve and are experienced in helping veterans overcome hurdles.

## Principles

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Mates4Mates services are designed to provide access to safe, high quality, evidence-informed programs that are inclusive and appropriate in their practices. There are several principles that underpin all service delivery within Mates4Mates:

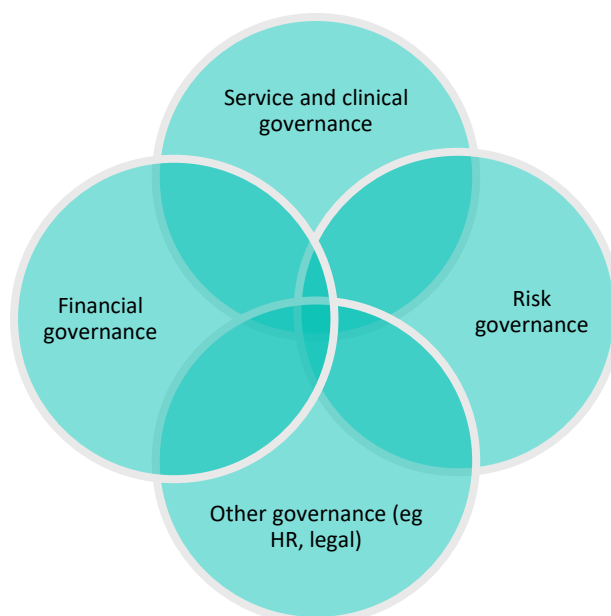
- Respecting the rights of people using our services
- Providing timely access to services
- Being culturally sensitive and appropriate in delivering services
- Being family inclusive in our practices
- Working in an integrated service delivery system within a multidisciplinary team
- Using safe practices that comply with regulations and legislation
- Using evidence informed practices
- Ongoing innovation and evaluation of services

## Mates4Mates Service & Clinical Governance Framework

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The Service and Clinical Governance Framework emphasises the importance of governing safety and quality with the same rigor as other areas of corporate governance. The impact of decisions made in other areas of governance (e.g. risk tolerance, budget) on safety and quality of service delivery is recognised. The framework interfaces with a broad range of policies and procedures that contribute to effective organisational functioning, as well as linking to program and strategy documents. A list of these documents is provided in Appendix A.

### Mates4Mates Corporate Governance Responsibilities



*(Adapted from the National Model Clinical Governance Framework)*

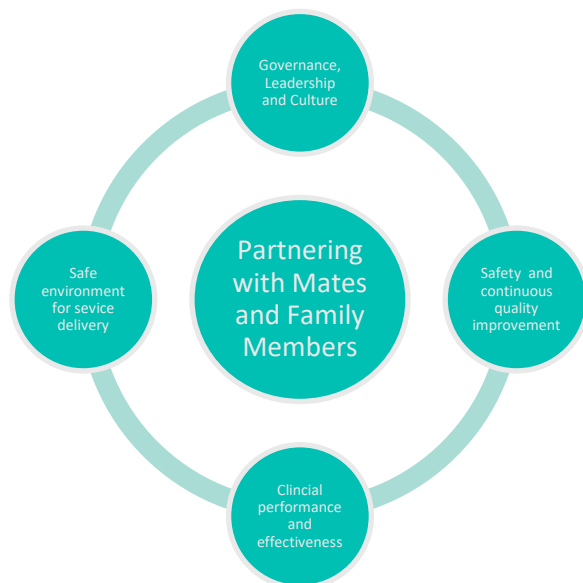
The Mates4Mates Service and Clinical Governance Framework has five core components. Veterans and their families are central to the framework and are viewed as partners in their own service delivery. The framework

also supports veterans and families to be partners in the planning, design, evaluation of services and continuous quality improvement. The Mates4Mates Service and Clinical Governance Framework has been based upon the National Model Clinical Governance Framework (2017) with consideration of relevant standards, codes and policies (refer to Appendix A).

The five components of the Mates4Mates Service and Clinical Governance Framework are:

1. **Governance, leadership, and culture:** Integrated corporate and clinical governance systems are established and overseen by leaders in the organisation to improve the safety and quality of services to veterans and family members. A culture of safety, inclusion and continuous improvement is embedded in everything the organisation does.
2. **Safety and quality improvement systems:** Systems function to enable the organisation to actively manage and improve the safety and quality of services for veterans and family members.
3. **Service performance and effectiveness:** Each individual client gets safe, evidence-based treatment that aligns to their goals and needs. Clients receive cohesive and integrated services. Innovation occurs through quality processes. The workforce have the right qualifications, skills and supervision to provide safe, high-quality health care to veterans and family members.
4. **Safe environment for the delivery of care –** the environment promotes safe and high-quality health care for veterans and family members.
5. **Veteran and family partnerships and engagement:** Meaningful collaboration with service users is integrated at all levels of governance to understand how services are performing from a client perspective and plan for ongoing improvements.

Mates4Mates components of service and clinical governance:



*Adapted from National Model Clinical Governance Framework (2017)*

## **Roles in the Clinical Governance System**

Clinicians, managers and members of the Board, as described below, have individual and collective accountabilities for ensuring the safety and quality of services, including those responsibilities that are specified in relevant professional codes of conduct. All staff are expected to understand and work within the scope of their roles.

### *Veterans and family members (clients)*

Clients, including veterans and family members, participate voluntarily as partners to the extent that they choose. These partnerships can be in their own service provision, as well as in organisational design and improvements.

### *Frontline service delivery staff*

Clinicians and Liaison Officers work within, and are supported by, well-designed systems to deliver safe, high-quality services. Service delivery staff are personally responsible for the safety and quality of their work, as informed by relevant standards, codes, policies, procedures and guidelines. Clinical staff are required to uphold all compliance requirements of their profession including maintaining contemporary practice skills.

#### *Managers*

Managers are primarily responsible for ensuring that the systems that support the delivery of care are well designed and performing well.

#### *Executive*

Advise and inform the governing body and operate the organization within the strategic and policy parameters endorsed by the governing body. The Executive, led by the General Manager, delegates specific responsibilities to members of the workforce.

#### *Board*

The governing body is ultimately responsible for ensuring the organisation is run well and delivers safe, high-quality services. It does this by establishing a strong safety culture through an effective clinical governance system, satisfying itself that this system operates effectively and ensuring that there is an ongoing focus on quality improvement. The Board delegates responsibility for operating the organisation through the (General Manager/CEO).

For each of the five governance systems, the key roles and responsibilities that apply are described in the following sections.



## **Component 1: Governance, leadership and culture**

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### **Veterans and family members**

- Encouraged to participate in opportunities to contribute to improvement of services including focus groups, projects, online feedback, survey, meetings, committees, reference groups.

### **Frontline service delivery**

- Actively contribute to an organizational culture that prioritises client safety and quality.
- Model professional and ethical conduct including adhering to relevant codes of conduct.
- Embrace opportunities to learn about safety and quality theory and systems.
- Embrace opportunities to contribute to quality and safety improvement activities.
- Take part in all aspects of the development, implementation, evaluation and monitoring of safety and quality systems and processes.

### **Managers**

- Actively communicate and model Mates4Mates commitment to delivering safe, high-quality care to all relevant staff members, stakeholders and others as required.
- Create opportunities for staff to receive education in safety and quality systems and to contribute to ongoing improvements.
- Provide decision-making for higher risk, complex situations related to service delivery, within delegations and as required by roles or procedures.
- Lead the development and effective maintenance/review of business plans, strategic plans, and organisational policies and procedures relevant to safety and quality.
- Set up and maintain effective relationships with internal and external service partners to support good outcomes for veterans and their families.

### **Executive team**

- Lead development of an organisational culture that values and priorities service and clinical governance, safety and quality, including promoting a 'blame-free,' accountable, learning culture.
- Monitor culture and identify and capture improvement opportunities and ensure that they are acted upon appropriately.
- Lead the development of a common language in service and clinical governance. Actively communicate the commitment of the Executive team to safe, high-quality services.
- Develop and maintain Mates4Mates role in the wider network of health and veterans' providers.
- Provide decision making regarding highest-risk situations where this is delegated to executive levels to ensure safety and manage risk.
- Establish and maintain an effective relationship with the RSL Qld partners and the Mates4Mates Board, founded on a mutual commitment to safety and quality of services.
- Support and develop staff in senior and frontline leadership roles.
- Ensure that a comprehensive suite of plans, strategies and policies that support safety and quality exist and are reviewed and maintained.
- Ensure sufficient organisational resources are allocated to support safety and quality of care.

### **Mates4Mates Board**

- Be satisfied that an effective culture of safety and quality exists within Mates4Mates.
- Actively communicate the commitment of the Board to the delivery of safe, high-quality services.
- Appoint, support and supervise the performance of the Mates4Mates executive leader.
- Set up an effective relationship with executive team, founded on a mutual commitment to safety and quality of services to meet the needs of veterans and their families.
- Understand and promote Mates4Mates role to a wider network of health and veterans' services.
- Ensure that resources are allocated to support safety and quality of services.
- Allocate enough Board time and attention to safety and quality of care.
- Ensure the Board has the skills and knowledge needed to oversee services and clinical governance.
- Understand organisational culture and practice and work with executive leaders to identify improvement opportunities and ensure that they are acted on.

## **Component 2: Safety and quality improvement systems**

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### **Veterans and family members**

- Encouraged to contribute to the planning, design, operation and improvement of relevant service delivery through the Mates4Mates feedback systems.
- Provide feedback, complaints and compliments about experiences with Mates4Mates.
- Communicate any concerns about safety or quality of services received.

### **Frontline service delivery**

- Contribute to the design of safety and quality systems and processes as relevant to specific roles.
- Encourage and support clients to provide feedback, compliments or complaints.
- Contribute to the development and update of relevant organisational policies and procedures.
- Follow policies and procedures, as well as relevant professional codes.
- Adhere to requirements for preventing, reporting and disclosing adverse events or concerns.
- Actively participate in audit and service review activities.
- Participate in research and quality improvement projects as required.
- Raise and report to managers any identified opportunities to improve systems and processes and any identified risks or concerns about systems or processes.
- Demonstrate to peers a commitment to working within the organisational systems and contributing to improvements.

### **Managers**

- Lead and participate in the design of systems/models/procedures for service delivery.
- Engage frontline service delivery staff in system design reviews improvements.
- Respond to reported issues with systems, escalating significant risks or concerns to executive.
- Periodically systematically review the design of systems for safety and quality
- Make data and information available to clinicians to support quality assurance and improvement.
- Lead the day-to-day implementation of systems for management of quality improvement and measurement; risk management; incident management; and feedback and complaints management.
- Monitor performance across safety and quality systems in areas of responsibility and report to Executive as requested.

### **Executive**

- Allocate appropriate resources to implement well-designed systems of care.
- Ensure an operational policy and procedure framework is in place and functioning well.
- Ensure that the organisation has a comprehensive suite of plans, strategies and policies that support safety and quality of services.
- Maintain contemporary knowledge about quality and safety system design.
- Oversee and resource effective systems for quality improvement and measurement; risk management; incident management; and feedback and complaints management.
- Systematically monitor performance across all safety and quality systems and report to the Board, including escalating significant risks or concerns.

### **Mates4Mates Board**

- Ensure quality and safety systems are in place and monitor performance to ensure they are functioning effectively across areas of quality improvement and measurement; risk management; incident management; and feedback and complaints management.
- Oversees the establishment of a strategic and policy framework.
- Oversight to the audit program to ensure systemic audits of safety and quality systems are part of whole of organization governance.
- Ensure the organization uses data and information to support quality assurance and review.
- Set risk tolerance parameters and ensure that major risks are identified and managed.

## **Component 3: Service performance and effectiveness**

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### **Veterans and family members**

- Participate in measurement of outcomes of their services as well as the interpretation of results.
- Provide feedback on effectiveness of individual supports and discuss requests for changed/ alternative services that they feel will be most effective.
- Participate in processes informing workforce recruitment and models of service when opportunities exist.

### **Frontline service delivery**

- Maintain appropriate registration/membership with professional body (clinical/ allied health staff).
- Adhere to organisational and professional codes of conduct and other regulatory requirements.
- Immediately advise line managers if conditions of professional registration are altered.
- Practice within scope of role, skills and professional requirements.
- Deliver evidence-based interventions in accordance with the service model and procedures.
- Maintain documentation in client files and other relevant record keeping systems.
- Work constructively and communicate professionally as part of a multidisciplinary team, with internal and external providers to support good client outcomes.
- Provide services within the parameters of Mates4Mates systems and professional regulatory requirements and codes of conduct.
- Ensure allied health professionals have the prerequisite skills, accreditation and training necessary to perform their roles by:
  - Verifying qualifications and compliance with professional development requirements.
  - Pre-employment and ongoing screening including demonstrating eligibility for membership/registration of the recognized professional body (allied health) and criminal history/ working with children checks.
  - Ensuring profession-specific input to the selection panel wherever possible.
- Maintain the skills and competencies required of their scope of practice, profession (where relevant) and role.
- Utilize clinical practice guidelines where available and where clinically appropriate.
- Maintain professional skills and engage in ongoing learning and development opportunities, including keeping records of professional supervision and development activities. Participate in the Individual Development Plan process.
- Collect and report on data in service provision as required.
- Monitor own work performance and advise/seek support from manager where needing to develop specific competencies.
- Provide supervision and support to less experienced staff as required.
- Support referral to other services (internal or external) when client needs fall outside of scope and/or skills.

### **Managers**

- Maintain professional skills, competence, and performance as required of their roles.
- Establish and maintain appropriate operational procedures.
- Implement systems for management of credentialing of clinicians and defining scope of clinical practice.
- Ensure recruitment processes align to organisational and professional requirements.
- Oversee the analysis and reporting of service outcomes.
- Oversee design of clinical and service delivery programs that are evidence-based and will be most effective in addressing needs of veterans and their families.
- Take part in the design and implementation of the organisation's systems for – credentialing and defining scope of clinical practice – clinical education and training – performance monitoring and management – clinical, and safety and quality education and training.
- Respond in a prompt and effective way to indications of clinical underperformance.
- Systematically monitor quality performance for staff and programs.
- Create relevant education and training opportunities for staff and ensure they are utilized

appropriately.

### **Executive**

- Maintain oversight of credentialing processes and definitions of scope of clinical practice
- Overall responsibility for performance monitoring and management
- Allocate appropriate resources to implement well-designed systems of care
- Responsibility, including allocation of resources, for whole-of-organisation clinical, and safety and quality education and training.
- Ensure that organisational systems are in place, appropriately maintained and involve all members of the clinical workforce and are subject to periodic review of system performance.
- Systematically monitor performance across all safety and quality systems
- Ensure strategy and service delivery model reflects the best use of resources to meet the organisation's purpose.
- Ensure Mates4Mates promotes safe and high-quality care by having systems in place to enable the verification of registration status for each allied health professional and membership of appropriate professional organisations for other clinical staff.
- Ensuring appropriate allied health professionals are involved in the recruitment process.

### **Mates4Mates Board**

- Ensuring the follow organisational systems are in place for the workforce as required:
  - Credentialing
  - Defined scope of practice
  - Education and training in clinical skills, service delivery skills
  - Performance monitoring, improvement and management
  - Safety and quality education and training
- Providing oversight to the design and effectiveness of service delivery models to best deliver on the Mates4Mates purpose and values.

## **Component 4: Safe environment for the delivery of care**

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### **Veterans and family members**

- Communicating any concerns about safety of the environment
- Communicating any opportunities for improving the environment

### **Frontline service delivery**

- Contribute to planning and development activities regarding the environment of the organisation.
- Adhere to policies and procedures for preventing, reporting, and disclosing hazards and adverse events.
- Maintaining vigilance for opportunities to improve the environment.
- Ensure suggested improvements are raised and reported appropriately.
- Comply with workplace health and safety employee responsibilities.

### **Managers**

- Respond to identified concerns about the environment, promptly and appropriately, in accordance with relevant organisational procedures and practices.
- Comply with and support implementation of workplace health and safety responsibilities.
- Coordinate and oversee planning and development of the service environment to support safety and quality.
- Escalate any significant safety concerns about the environment to executive.
- Engage with staff to identify needs or risks related to safety in the environment.

### **Executive**

- Allocate appropriate resources to ensure that the environment supports safety and quality.

- Coordinate and oversee planning and development of the Mates4Mates environment to support safety and quality.
- Ensure systems are in place to enable managers to check and review registration in a clear, accessible format, necessary to demonstrate compliance to regulatory and statutory bodies.
- Comply with workplace health and safety employee and employer responsibilities.
- Allocate appropriate resources to ensure that the environment supports safety and quality.
- Report any significant environmental concerns to the Board as relevant.

### **Mates4Mates Board**

- Being confident that
  - the environment of the organization enables safe and high-quality services.
  - the organisation has systems to respond to safety concerns about the environment effectively.
  - the organisation is complying with workplace health and safety employer responsibilities.

## **Component 5: Partnering with veterans and family members**

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### **Veterans and family members**

- Involved in planning and sharing decisions about their services.
- Able to access information in different formats or request a translator, if required
- Provided the opportunity to inform staff who they would like to be involved in sharing decisions about their care.
- Encouraged to provide feedback to the health service organisation or clinician about their experiences at Mates4Mates and informed about the possible inclusion of such information in the governance of Mates4Mates when opportunities exist.
- Considered and involved in the development and review information and services when opportunities exist through the Mates4Mates Feedback Framework
- Provided opportunities to contribute information on their lived experience to Veterans, family members and staff.
- Can participate in Mates Consultations (as detailed in the Feedback Framework).

### **Frontline service delivery**

- Understand the evidence base and value of client partnerships and contributions to improving the safety and quality of services.
- Support Veterans and family members access to and use of information about their care in a format easily understood by them.
- Support Veterans and family members to actively participate in decision making about treatment.
- Encourage client engagement in decision-making and service quality improvement, to the extent they choose.
- Support Veterans and Family members to access the information through appropriate processes.
- Report relevant feedback, compliments and complaints.

### **Managers**

- Understand the barriers to veterans and family members accessing services and work to reduce actual and perceived barriers to services.
- Ensure that clients have access to high-quality, easy-to understand and up to date information about Mates4Mates services and their health care needs and develop strategies to improve the health literacy environment and ensure services are accessible to people with differing needs.
- Ensure staff are adequately trained in health literacy and service accessibility for people with differing needs e.g., related to culture, age, language, disability, mental health concerns.
- Establish and appropriately maintain and review systems to enable clients to participate in planning and sharing decisions about their treatment.
- Lead and/or contribute to the planning, designing, reviewing and evaluation of clinical systems, safety and quality of care.

- Collect and review information on the Veterans and Family member experience as part of continuous quality improvement processes through the Compliments and Complaints Register and processes described in the Feedback Framework and other processes as appropriate.
- Ensure opportunities exist for Veterans and Family member involvement in relevant committees and feedback consultations.
- Collect and review patient experience information as part of quality improvement processes, reporting to Executive as required.
- Support implementation of procedures that support partnerships with veterans and family members.

### **Executive**

- Establish procedures and practices that support partnerships with veterans and family members.
- Lead a culture that respects and promotes the value of client partnerships in service improvement and ensure genuine participation opportunities are being implemented.
- Ensure effective systems are in place for complaints and monitor performance of these systems.
- Ensure processes are in place to enable veterans and family members input into relevant decisions affecting their care.
- Ensure opportunities exist for veterans and family member involvement in relevant committees, groups and feedback consultations.
- Understand the evidence on consumer engagement, and its contribution to quality and safety at Mates4Mates.
- Collect and review patient experience information as part of quality improvement processes, reporting to the Board as required.
- Set up organisational systems to enable consumers to fully engage in – planning and sharing decisions about their own health care – planning, designing, reviewing and evaluating clinical systems, and safety and quality of care.
- Create opportunities for consumer involvement in relevant operational committees • When appropriate, set up specific consumer advisory committees.

### **Mates4Mates Board**

- Establish high level policies that support partnerships with veterans and family members.
- Demonstrate leadership and commitment to client partnerships, including through strategic direction and resource allocation.
- Ensure that the organisation is responding appropriately to input from service users.
- Ensure the organization has effective systems for management of feedback and complaints and monitors the performance of the systems.
- Develop mechanisms to ensure client input informs decisions of the Board.
- Create opportunities for direct client engagement with the Board and/or subcommittees.
- Ensure organisational systems support adequately inform and support clients who engage in partnerships activities.

## **Reference/Citations**

Australian Commission on Safety and Quality in Health Care (2017) [\*National Model Clinical Governance Framework\*](#)

## **Document Details**

<b>Procedure Title</b>	Clinical Governance Framework				
<b>Document Owner</b>	Health of Health and Head of Operations				
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1.0	new	1 December 2016	Chief Operating Officer	Per annum	December 2020
1.1	Format of document updated. Overview and document history table added.	10 January 2018	Chief Executive Officer	Per annum	January 2019
1.2.	Comprehensive revision by Service and Clinical Governance Committee and GM	25 May 2023	General Manager	Annual	November 2023

## Appendix A

<b>Key guiding Information – internal</b>	<ul style="list-style-type: none"> <li>✓ Mates4Mates Board Constitution</li> <li>✓ Mates4Mates Code of Conduct</li> <li>✓ Mates4Mates Strategic Plan</li> <li>✓ Mates4Mates HR policies, procedures and guidelines</li> <li>✓ Mates4Mates Service Delivery Model, policy and procedures</li> <li>✓ Mates4Mates Service Delivery &amp; Operations Guidelines and Standard Operating Procedures</li> </ul>
<b>Key guiding information – external</b>	<ul style="list-style-type: none"> <li>✓ The National Standards for Mental Health Services (2010)</li> <li>✓ The National Safety and Quality Health Service Standards (2012)</li> <li>✓ The National Safety and Quality Primary Care Standards (2021)</li> <li>✓ National Code of Conduct for Health Workers</li> <li>✓ The ESSA Code of Professional Conduct and Ethical Practice</li> <li>✓ The Australian Counselling Association Code of Ethics and Practice</li> <li>✓ AASW Code of Ethics</li> <li>✓ Australian Psychological Society Code of Ethics 2007</li> <li>✓ Accredited Exercise Physiologist Professional Standards 2015</li> <li>✓ Veteran Mental Health and Wellbeing Strategy and National Action Plan 2020-2023</li> <li>✓ DVA/Medicare Practitioner Guidelines and Compliance Documents</li> </ul>
<b>Legislation – Commonwealth, State and Territory</b>	<ul style="list-style-type: none"> <li>✓ Health Practitioner National Law Act 2009</li> <li>✓ Health Ombudsman</li> </ul>
<b>Implementation tools</b>	<ul style="list-style-type: none"> <li>✓ Clinical Governance Advisory Group Agenda and Minutes</li> <li>✓ Delegations of Authority Policy</li> <li>✓ MOU/SLA templates</li> <li>✓ Budget allocation and resourcing</li> <li>✓ Position Descriptions</li> <li>✓ Clinical Case Review and Operational Meetings</li> <li>✓ Team Meetings</li> <li>✓ Incident/hazard reports and reviews</li> <li>✓ Service/Program evaluation frameworks</li> <li>✓ Recruitment and Selection processes</li> <li>✓ Organisational structure, including clinical leadership roles</li> <li>✓ Internal database training</li> <li>✓ Internal supervision including case reviews (Individual and Group) with Clinical Leads (Psych and EP)</li> <li>✓ Training registers</li> <li>✓ Funded Model of Service Standard Operating Procedures (DVA &amp; Medicare for Psych and EP Services)</li> <li>✓ MMex workflows</li> <li>✓ Mates and Family Member Code of Conduct</li> <li>✓ Eligibility Criteria &amp; Induction Policy</li> <li>✓ Post Induction Engagement Plan Guidelines</li> <li>✓ Risk of Harm and Duty of Care Policy</li> <li>✓ Professional Boundaries Guidelines and Policy</li> <li>✓ Managing Aggressive Behavior Policy</li> <li>✓ Complaints Management Policy</li> <li>✓ Activity Risk Assessment &amp; Management Plan</li> <li>✓ Individual Development Plans</li> <li>✓ Employee Induction Policy</li> <li>✓ Social Media Policy</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Feedback Framework</li> </ul>
Monitoring & accountability tools	<ul style="list-style-type: none"> <li>✓ Client file audits</li> <li>✓ WH&amp;S audits</li> <li>✓ Board reports and minutes</li> <li>✓ Group agendas, minutes and reports</li> <li>✓ Individual Development Plans</li> <li>✓ Evaluation of programs and services</li> <li>✓ Safety and Quality reporting framework (in development)</li> <li>✓ Clinical and operational supervision</li> <li>✓ HR processes</li> <li>✓ Clinical registration and accreditation database for staff and contractors</li> <li>✓ Regular clinical and operational supervision</li> <li>✓ Credentialing processes including contracted service providers</li> <li>✓ Participation in professional development activities</li> <li>✓ Performance Management Policy and Procedure</li> <li>✓ Professional Boundaries Guidelines and Policy</li> </ul>