



Organisational and Board Policies

INDEX

System Policies

[011 Purpose of the Manual](#)

[012 Manual Amendment, Authorisation & Distribution](#)

[021 Systems Thinking](#)

[022 Enterprise System](#)

[030 Quality Program](#)

[041 Management Responsibility](#)

Board Policies

[0901.3 Board Terms of Reference](#)

[0902.3 General Manager Responsibilities and Relationships](#)

[0903.3 Occupational Health and Safety](#)

[0904.3 Relationship between the Company and Chaplains](#)

[0905.1 Complaints lodged against Chaplains](#)

[0906 Accommodation Bond Liquidity](#)

[0907 Clinical Governance](#)

[0908 Code of Conduct for Directors and Senior Staff](#)

[0909 Governance of Accommodation Bonds](#)



Organisational and Board Policies

Policy No. : 011
Subject: *Purpose of the Manual*
Date Reviewed : January 2018

This Policy Manual gives an overview of the policies developed by Baptist Village Baxter to achieve an effective quality system designed to ensure consistency in the quality of our services, as well as a culture of continuous improvement.

The manual comprises the following chapters:

Policies Numbers	Chapter
000 – 099	Organisational and Board Policies
100 – 199	Care Policies
200 – 299	Infection Control Policies
300 – 399	Administration Policies
400 – 499	Catering Policies
500 – 599	Medication Policies
600 – 699	Currently not used
700 – 799	Health and Safety Policies
800 – 899	Currently not used
900 – 999	Currently not used

Each Chapter contains policies relevant to the subject title and should provide staff with guidance in their daily work. Staff are expected to adhere to the directions within the policy manual in the course of their employment and when representing the Village.

Within each policy, there may be attachments that form part of the policy manual. These attachments may comprise:

- Flowcharts of specific procedures or processes
- Copies of relevant forms, or
- Educational and informative material

Policy No. : 012
Subject: *Manual Amendment, Authorisation and Distribution*
Date Reviewed : January 2018

- The Executive Manager controls the master copy of the Policy Manual
- Suggestions for updates or amendments should be made through the Head of Department or via a service improvement form
- A full copy of the manual is accessible via the internal computer network or from the Village's web site 'www.villagebaxter.com'. Paper copies are available from the Head of Department



Organisational and Board Policies

Policy No. : 021
Subject: Systems Thinking
Date Reviewed : January 2018

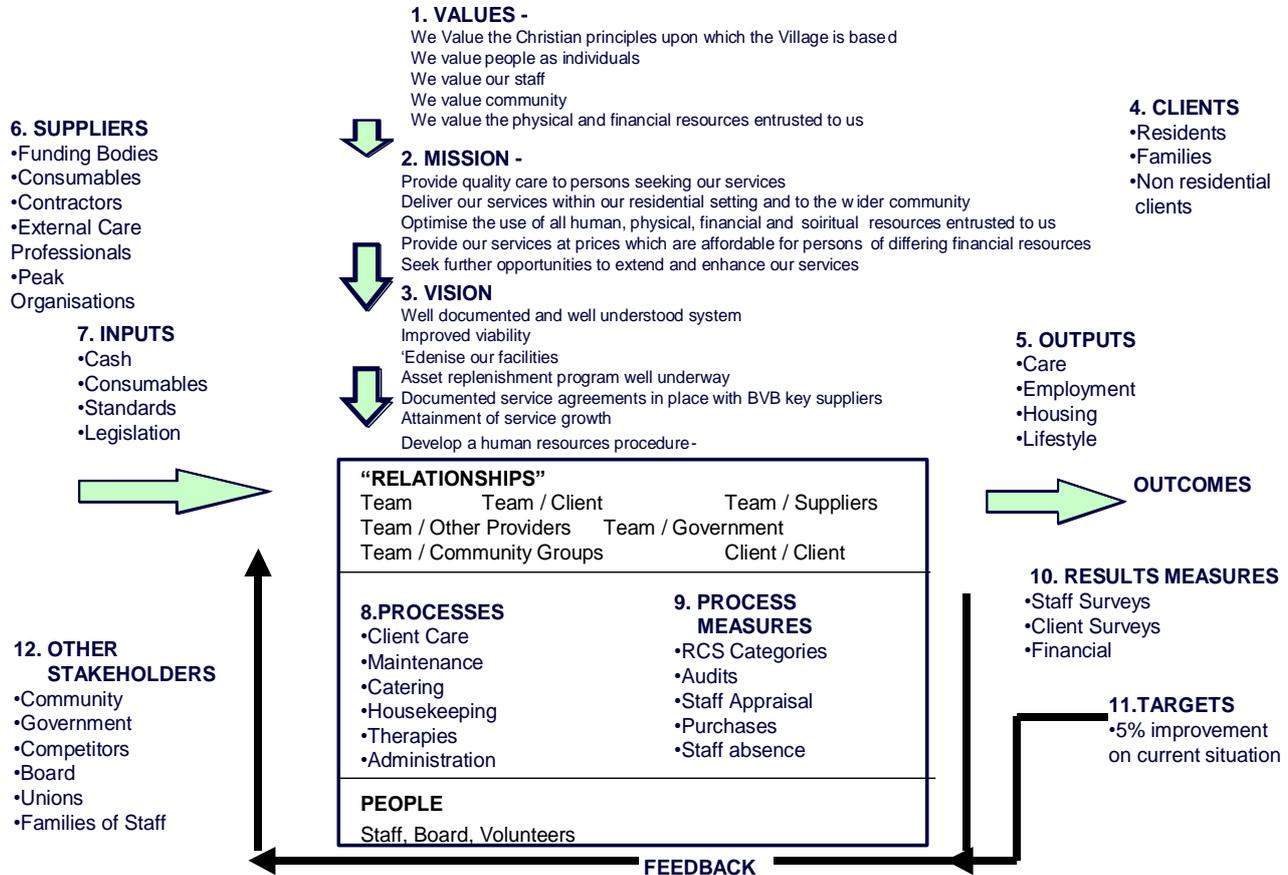
All enterprises can be considered as a large system.

Smaller systems nest within systems. For example, administration and operations are sub-systems of the total system.

Systems thinking helps to:

- Facilitate communication as to how the enterprise can be continuously improved.
- Understand the interconnectedness of the various sub-systems to prevent sub-optimisation and achieve synergy.
- Ask 'why' five times to focus improvement activities on root underlying causes rather than surface level symptoms.
- The Village Baxter, as an enterprise system, is shown below. Smaller systems operate within each Department and these smaller systems influence the way in which the overall enterprise functions.

Baptist Village Baxter





Organisational and Board Policies

Policy No. :	030
Subject:	Quality Program
Date Reviewed :	December 2018

The Quality program is the system that the Village Baxter uses to improve the services and care we deliver.

The purpose of the Quality program is to provide continuous feedback about how specific key areas of the Village systems are operating. This information is routinely gathered through internal and external audits, Resident and Staff satisfaction surveys, statistical data, Staff appraisals, Staff competency assessments, Committees, Programs, minutes of meetings, internal and external complaints' documentation, assessments, incident reports, internal and external benchmarking arrangements, hazard alert forms, financial reports, RCS reports, industry communications and system reviews.

If the feedback received indicates that improvements or changes may be needed, a planned approach is taken to **identify the specific issue or underlying cause of issues**, then:

1. **MAKE PLANS:** In collaboration with the relevant persons, make plans to address the issues.
2. **DO WHAT THE PLAN SAYS:** Work through the plans
3. **STUDY THE RESULTS** Evaluate if the plans were successful
4. **ACT TO MAKE THE CHANGES PERMANENT:** Document the changes and make certain that there is a plan within the Quality program to review the changes at an appropriate time in the future either through scheduled audit, survey, meeting etc.

The plans are detailed on various "action work plans", these documents are used to monitor the progress of the quality plan and provide evidence of our achievements.

Responsibility for the overall conduct of the continuous improvement program rests with the head of each department as designated in the village's organisation chart, through to the General Manager. Heads of department will present monthly reports to the senior staff committee containing information on the progress of the Quality program.

Each Head of Department is responsible for the regular review of all policies and procedures within their department to ensure that:

- The processes are still relevant and appropriate for use within the Village.
- Best practice is promoted and implemented.
- Outcomes for our residents and clients are improved.

Changes to our policies and procedures need to be formally adopted by the General Manager who will update the policy manual, the Head of Department is responsible for communicating the changes to the relevant staff.

All Staff are responsible for the identifying and reporting areas where improvements may be required so that corrective action can be implemented and to work in accordance with actions identified in the Quality Program.

The Quality program's ongoing success is achieved through the participation of Residents, Staff, Families and the community. There are 12 principles of excellence that the Village has adopted to guide our quality program, all staff are expected to be familiar with these principles. Once a year we will assess the progress of the Village against each principle and plan organizational improvements that are of high impact and priority. Staff are encouraged to participate in this annual review by submitting comments and suggestions through their Head of department or on a service improvement form.



Organisational and Board Policies

Village Baxter 12 Principles of Business Excellence

- Principle 1: The Village's Mission, Vision, Values and Philosophy guide all of the things that we plan and do.
- Principle 2: The future plans for our Village will be developed using the ideas and suggestions of Residents, Clients, Staff, Families and the Community.
- Principle 3: Understanding the needs of our Residents, Clients, Staff, Families and the Community influences how the Village will grow and develop in the future.
- Principle 4: Our work is supported and improved by our policies and processes, we work within their guidelines because other people trust us to be reliable.
- Principle 5: Our Village's success is influenced by our own commitment to participation, involvement and teamwork and how well we encourage, recognise, nurture and value each other.
- Principle 6: We have a responsibility to keep our skills up to date by attending education, training and by sharing what we learn with other staff.
- Principle 7: In our Village community we depend upon each other's success, we improve in our work by changing the systems that support us.
- Principle 8: The decisions we make are based upon relevant facts, information, data and evidence.
- Principle 9: We set high standards for our work because we have evidence of what we can do and there are procedures in place to support us when we don't reach them.
- Principle 10: We share a responsibility to participate in our community to improve the lives of other people.
- Principle 11: Our ongoing success depends upon our individual dedication to meeting the needs of our residents, clients, staff, families and the community, and by delivering a valued service to each of them.
- Principle 12: The loyalty and commitment of our Senior staff, Supervisors, Coordinators and Team Leaders to our Village culture, values and principles sets the example for the rest of the staff.



Organisational and Board Policies

Policy No. :	041
Subject:	<i>Management Responsibility</i>
Date Reviewed :	January 2018

1. ORGANISATION

The Village organisation chart is drawn below, including general areas of responsibility. Job descriptions exist for all personnel, and should be read in conjunction with the Policy manual.

2. RESPONSIBILITY AND AUTHORITY

2.1 Responsibility and authority - functional

The responsibility and authority for all functions are defined as shown in the Organisation Chart.

People in charge of those functions have complete authority and responsibility to carry out any decisions and correspondence associated with those functions.

When personnel are absent then the next highest function takes over unless a deputy is defined in the job description, or the responsible person gives written authority.

3. MANAGEMENT REVIEW

An annual self assessment of the current state of our Village systems is conducted as part of the business planning cycle. All staff may contribute to this review by submitting ideas and suggestions through either their Head of Department or by completing a service improvement form.

4. LEADERSHIP OF QUALITY

Each person has the responsibility to participate in continuous improvement of the Village.



Organisational and Board Policies

Policy No. :	0901
Subject:	Board Terms of Reference
Date Reviewed :	November 2017

BOARD AUTHORITY:

The Board is the legal authority for the organisation. Board Members are trustees representing the interests of the Members both constitutional and moral.

BOARD GOVERNANCE:

The role of the Board is to ensure that the Company is soundly managed and as such is one of corporate governance. The General Manager shall be responsible for the management of the Company and will ensure that the Board's objectives and goals are achieved.

BOARD POLICIES:

The Board will establish policies that are relevant to the conduct of the Company and provide clear and unambiguous guidelines for the management. All board policies must be approved by the Board at a formally constituted Board meeting.

MONITORING:

The Board will regularly monitor:

- The progress towards the achievement of the organisation's Strategic Ends policies.
- Those General Manager Delegation policies that address ongoing business success.
- All other board-level policies as appropriate.

TERM OF OFFICE:

Board Members are elected in accordance with the Constitution and shall be elected for a period of three years.

DUTIES OF DIRECTORS

Directors shall:

- Act honestly and in good faith at all times and in the interests of the Company,
- Carry out their duties in a lawful manner and ensure that the Company acts in accordance with the law,
- Declare any potential conflict of interest
- Observe the confidentiality of the Board, and not disclose to any other person information that is not in the public domain.

CONDUCT OF THE BOARD:

The Board shall meet regularly to plan and monitor the performance of the Company and the management. To facilitate this process, the Board may develop appropriate reporting mechanisms to ensure that Board members are adequately informed.

SUB-COMMITTEES OF THE BOARD:

The Board recognises that there may be times when a sub-committee of the Board can better review a specific issue on behalf of the Board. Any such sub-committees will have specific terms of reference approved by the Board defining the role, responsibility and limitation of authority. Unless specifically authorised to act, the role of any such sub-committee shall be to report back to the Board with recommendations for consideration by the complete Board.



Organisational and Board Policies

BOARD EXECUTIVE: The Board executive shall consist of the Chairman and Deputy Chairman and other members as nominated from time to time.

Policy No. : 0902
Subject: ***General Manager – Responsibilities & Relationship to the Board***
Date Reviewed : November 2017

POLICY :

- The General Manager as Chief Executive Officer of the Company shall:
 - ❖ Be responsible for the implementation of the policies of the Board.
 - ❖ Be responsible for the management of the Company and in such capacity shall be accountable to the Board.
 - ❖ Develop operational policies for the effective management of the organisation.
 - ❖ Prepare annual budgets of income and expenditure including capital expenditure for the overall organisation and each separately identifiable profit centre. These budgets are to be presented to the Board by not later than May of each year and if and when approved by the Board they will become the constraints under which the General Manager will operate.
- The General Manager will report to the Board at regular Board Meetings on the format agreed between the Board and the General Manager. The General Manager shall also advise the Board on matters, which he/she considers relevant.
- The General Manager may meet with the Chairman and or the Executive as required on an informal basis which meeting will facilitate the exchange of information and also the development of recommendations to the Board on subjects under review.

PERFORMANCE REVIEW

The Chairman and or Executive will meet with the General Manager at least annually or as agreed to review the performance of the General Manager.

The performance shall be assessed on the criteria of the annual results of the Company, meeting the Board's objectives and policies and the relationship with the Board but will not be limited to these subjects.

Policy No. : 0903
Subject: ***OCCUPATIONAL HEALTH AND SAFETY***
Date Reviewed : ***November 2017***

POLICY:

The Board is committed to establishing, through an Occupational Health and Safety Program (OHS), a healthy and safe working and living environment.

PROCEDURES:

Through the General Manager the Board shall ensure:

- That an OHS Program is established and maintained.



Organisational and Board Policies

- OHS Policies and Procedures are documented and Implemented through appropriately delegated responsibilities.
- The OHS Program is adequately resourced and its effectiveness monitored and evaluated in a process of continuous improvement.

Policy No.:	0904
Subject:	<i>Relationship Between The Company and the Village Church & Chaplains</i>
Date Reviewed :	<i>November 2017</i>

POLICY:

- The Village is established as a Christian community but accepts Residents and Staff without discrimination as to race, gender, language or religious beliefs.
- The Village Church is a non-denominational Christian Church within the Village Baxter organisation, which has its own Constitution and functions under the leadership of the Village Chaplains and an elected Church Council.
- The Chaplains are appointed by the Village Church subject to the approval of the Company.
- The Chaplains are employees of the Village Church and are responsible for the leadership of worship and will provide pastoral care for all Residents and Staff as needed.
- Close liaison and co-operation is expected between the Chaplains and Company Management to enhance the welfare of all in the Village community.
- The Company will provide the Chaplains with basic administrative support at no charge, including office space, reception services, telephones and photocopying.
- The Chapel in Grant Centre and Clarke Centre hall will be available to the Village Church for regular worship services. Other communal areas will also be available for Church meetings and activities without charge.
- The Chapel and Clarke Centre hall will be available for memorial services for deceased residents. Due to the proximity of kitchens and Residents' communal areas, coffins or caskets will not be permitted to the Chapel or hall.
- The Chapel and Clarke Centre hall will also be made available for worship services conducted by external religious leaders, through arrangement with the Village Chaplains.



Organisational and Board Policies

Policy No.: 0905
Subject: ***Complaints lodged against Chaplains***
Date Reviewed : ***November 2017***

POLICY:

- The Village Church is a non-denominational Christian Church within the Village Baxter organisation, which has its own Constitution and functions under the leadership of the Village Chaplains and an elected Church Council.
- The Chaplains are appointed by the Village Church subject to the approval of the Company.
- The Chaplains are employees of the Village Church and are responsible for the leadership of worship and will provide pastoral care for all Residents and Staff as needed.
- The Church is responsible for securing all insurance cover necessary to protect both the Church and its employees
- In recognising that circumstances may arise whereby a complaint is lodged against a Chaplain of the Village Church, The Board of Directors will, on behalf of the Company and the Church, request the assistance of the Baptist Union of Victoria to implement any procedures or protocols that apply to members of the denomination in an attempt to resolve the issues.

Policy No.: 0906
Subject: ***Accommodation Bond Liquidity***
Date Reviewed : July 2017

OVERVIEW

This policy has been approved by the Board of Baptist Village Baxter with effect from 1st September 2010. The policy will be reviewed annually at the end of the financial year and is designed to ensure compliance with the Commonwealth's statutory prudential requirements. These requirements are designed to ensure that residents receive repayment of bond balance entitlements on a timely basis and within legislated timeframes.

LIQUIDITY REQUIRED

The amount of liquidity determined for the 2017/2018 financial year is to be 50% of the payout value of all bonds as at the end of the previous financial year. As at 30th June 2017 the accommodation bond liability was \$11.5 million.

FORMS OF LIQUIDITY

The amount of the liquidity will be held in deposit investment accounts providing funds at call.

Any excess funds above the approved liquidity amount will be held as determined by the Board.

FACTORS CONSIDERED IN LIQUIDITY CALCULATIONS

- The total value and number of Accommodation Bonds held at financial year end,
- The total amount refunded during the course of the year
- The total amount of new accommodation bonds received during the year



Organisational and Board Policies

- The occupancy rate is also considered to ensure that no declining trend in occupancy is experienced which may impact upon the ability to repay accommodation bonds.
- The amount of liquidity should be at least 20% of the total value of accommodation bonds held



Organisational and Board Policies

Policy No.:	0907
Subject:	<i>Clinical Governance Policy</i>
Date Reviewed :	<i>November 2017</i>

Policy Statement

The role of the Board in Clinical Governance is to monitor the framework and processes that are in place to

- monitor the safety of the environment by ensuring that Management monitor statistical indicators and sentinel events and to ensure that care is carried out by properly qualified and skilled staff,
- provide adequate resourcing for the Village Education Program and Staffing Mix Assessments
- use external reviews to ensure compliance with standards
- monitor our overall compliance with Accreditation Bodies and external authorities (including consumers) in the organisation's improvement process.
- ensure that there are processes to allow consumers to provide feedback

Definitions

Clinical Governance

Clinical Governance is defined, using the Australian Council on Healthcare Standards (ACHS) definition, as: *"the system by which the governing body, managers and clinicians share responsibility and are held accountable for patient care, minimising risks to consumers, and for continuously monitoring and improving the quality of clinical care"*.

Sentinel Events

A Sentinel Event for the Village Baxter Aged Care Facilities shall consist of:

- Reportable infectious disease outbreaks involving more than 2 residents in one facility
- Medication error requiring medical treatment
- Falls related death
- Resident injury caused by other resident, staff or visitor
- Resident death referred to the coroner

Sentinel events should be reported to the Care Manager immediately for investigation. A report detailing the cause (if known), Staff response and Resident outcome of any sentinel event should be provided to the Operations Manager within 24 hours and will be reported to the Board through the General Managers Report.

Reporting

The following indicators are to be reported to the Board monthly

- Sentinel Events
- RCS Categories (per facility)
- Total Residents (per facility (including % of high care residents))
- Deaths (total Village)
- Hospitalisations (total Village)
- Waiting lists (per facility)

The following statistics are to be graphed for presentation to the Board

- Infections (number of infections / number of residents)
- Staff medication errors (staff errors / total residents x 3 medication rounds x days in quarter)
- Falls (including found on floor) (number of falls / number of residents)
- Aggressive incidents (number of incidents / number of residents)
- Pressure Wounds
- Unexpected Weight Loss
- Skin Tears
- Number of unplanned Hospital admissions



Organisational and Board Policies

Policy No.:	0908
Subject:	<i>Code of Conduct for Directors and Senior Staff</i>
Date Reviewed :	<i>November 2017</i>

Policy Statement

At the Baptist Village Baxter, the Directors and senior staff, aim to maintain an environment and culture that embraces the Christian values of honesty, trust, fairness, integrity, respect, generosity, humility and professional excellence. All of these are important principles in the following code.

Each Director and Senior Staff Member of the Company:

1. Must act honestly, in good faith and in the best interests of the company as a whole.
2. Has a duty to use due care and diligence in fulfilling the functions of office and exercising the powers attached to the office.
3. Must use the powers of the office for a proper purpose, in the best interests of the company as a whole.
4. Must not make improper use of information acquired in the course of his or her duties with the company.
5. Must not take improper advantage of his or her position.
6. Must not allow personal interests, or the interest of any associated person, to conflict with the interest of the company.
7. Must recognize that confidential information received in the course of the exercise of his or her duties, remains the property of the company and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorized by the company.
8. Must not engage in conduct likely to bring discredit upon the company.
9. Has an obligation, at all times, to comply with the spirit, as well as the letter, of the law and with the principles of this code.

In addition, each Director of the company:

1. Must recognize that the primary responsibility is to the company as a whole, but should, where appropriate, have regard to the interest of all stakeholders of the company and
2. Has an obligation to be independent in judgment and actions and take all reasonable steps to be satisfied as to the soundness of all decisions taken by the board of directors.



Organisational and Board Policies

Policy No.:	0909
Subject:	<i>Governance of Accommodation Bonds</i>
Date Reviewed :	November 2017

In accordance with changes to the management and control of accommodation bonds held on behalf of residents as developed by the Department of Health and Ageing, the following policy has been implemented with effect from 1st February 2012 and reviewed annually.

Allocation of Responsibilities by the Approved Provider (Board)

The Key Personnel of the Village who shall have responsibility for managing the accommodation bonds held shall be the General Manager and Executive Manager.

Use of Accommodation Bonds

Accommodation Bonds can be used only in accordance with the legislation and in accordance with the Village policy as follows:

1. Repayment of bond amounts to a departing resident
2. Capital expenditure as approved by the Board in accordance with *Subdivision 57-EA, Aged Care Act 1997, Division 8A, User Rights Principles 1997*.
3. Repayment of any debt on capital expenditure or debt accrued prior to 1 October 2011 as approved by the Board
4. Investments in financial products as approved by the Board.

Investment Management Strategy

To ensure that accommodation bonds can be refunded to residents in a timely manner, the Board has determined that 50% of the value of accommodation bonds as at 30th June in the previous financial year will be held in bank deposits.

Any balance of accommodation bonds above this liquidity ration may be invested in shares or other investment products as approved by the Board. Any such investments should be made in consideration of minimising risk whilst generating a return greater than returns available through bank deposits. In assessing the level of 'risk' the Board shall consider the advice from experienced analyst's in financial services. The Board has engaged the services of J B Were to provide this advice.

The daily consideration of any advice received from J B Were will be considered by the Chairman and the General Manager (or Executive Manager).