

# quality*Futures*

An overview of the Quality and Safety Standards  
Framework for Tasmania's Agency Funded  
Community Sector 2009 - 2012





The Office for the Community Sector gratefully acknowledges the following groups for their contribution to the development of the Framework:

Agency Sector Forum – Quality and Safety Reference Group.

Accreditation providers.

Tasmanian Fire Service - Phil Oakley and Jeff Knight.

Department of Health and Human Services

Environmental Health - Joe Conti, Eric Johnson and Stewart Quinn;

Facilities Management;

Housing Tasmania; and

Planning and Performance Unit– Kylie Cantwell.

Department of Communities – Queensland Government;

Department of Human Services – Victorian Government;

Department for Families and Communities – South Australian Government; and

Health Commission – South Australia.

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# Message from the Secretary

Against a back drop of significant health and human services system reform, and the need to increase the capacity of the community sector to deliver more services on behalf of government, I established the Office for the Community Sector in early 2008. The brief I gave the Office was to work closely with the community sector and the Agency to provide the strategic direction and leadership needed to progress the reforms.

Whilst there are numerous challenges facing the health and human service sectors in Tasmania, such as increasing demand for services, workforce sustainability and rising costs, one of our greatest challenges is to ensure that whatever we do makes a real difference to the lives of Tasmanians who access services.

I know that this challenge can only be successfully met through strong and sustainable partnerships, with a shared commitment to keep consumer needs and outcomes central to our planning and decision-making.

Over the past 12 months the Office for the Community Sector has been developing and implementing a range of initiatives including the administration of grant funding, the development of a quality and safety standards framework, strategies for partnership development, and active participation in National and State projects, in particular workforce development. These initiatives are essential for a system that is accountable and can demonstrate that the services being provided are meeting the needs of Tasmanians.

I strongly believe that the introduction of the *Quality and Safety Standards Framework for Tasmania's Agency Funded Community Sector 2009 – 2012* will provide Tasmania with the opportunity, for the first time, to move from thinking we provide safe and quality services to demonstrating that we do.

I am convinced that the success in building a sustainable and effective service system for Tasmania depends on working in the true spirit of partnership. I encourage both the community sector and the Agency to continue to nurture this partnership as we move forward.



David Roberts  
Secretary  
Department of Health and Human Services

# Message from the Director

The achievement of reforms in the health and human service sectors is both exciting and challenging. These reforms have required the establishment of an integrated framework to enhance the planning and management of the decisions made by the Agency when funding services for the Tasmanian community.

Such a framework must be sustainable and effective; a tool that enhances business activity for both the community sector and the Agency. As a tool, an integrated framework brings together all the essential elements to demonstrate the delivery of safe, effective, efficient services and, most importantly, the capacity to demonstrate that consumers receive quality service. The Framework integrates the three key platforms of activity being undertaken by the Office for the Community Sector; finance and performance management, quality and safety and the strategic development necessary for the growth of the funded community sector and the advancement of the partnership between the community sector and the Agency. Although these three platforms were developed separately due to the size and complexity of each of the initiatives, they are intricately interwoven and this relationship is reflected in the Integrated Financial and Performance Framework announced in March 2009.

The development and implementation of one quality and safety standards framework for a sector that is as unique as the Tasmanian community sector has been particularly challenging. Tasmania is small in size relative to other States and Territories with a decentralised and dispersed population, an ageing demographic and a high level of volunteer support. Tasmania's uniqueness has made it impossible to transplant an existing community sector quality and safety framework. However, it has provided an exciting opportunity to truly collaborate with Agency funded community sector organisations to develop the first overarching quality and safety standards framework specifically for Tasmania. The development of this reform has resulted in the Agency and the community sector collaborating and agreeing to a Standards Framework which will guide the community sector, clearly outline the responsibilities of all partners and, increase assurance to the Tasmanian community that the Agency and funded community sector are engaged in a comprehensive quality improvement program.

Appreciation is extended to all those people, and in particular the Agency Sector Forum Quality and Safety Reference Group, for their valued contribution to the development of the *Quality and Safety Standards Framework for Tasmania's Agency Funded Community Sector 2009 - 2012*.



Associate Professor Des Graham  
Director, Office for the Community Sector  
Department of Health and Human Services

# Working in partnership for all Tasmanians

## Tasmania's Community Sector

Every day, community sector organisations provide valuable services to Tasmanians. Community sector organisations embrace a wide range of community, voluntary and not for profit activities aimed at improving the health and well-being of Tasmanians through services such as disability services, children and family services, direct assistance to older Tasmanians, people seeking housing, and counselling and treatment of people who have health issues such as diabetes or cancer.

The *Quality and Safety Standards Framework for Tasmania's Agency Funded Community Sector 2009 - 2012* outlines the Department of Health and Human Services' (the Agency) expectations of community sector organisations that receive Agency funding.

## The Department of Health and Human Services

The Department of Health and Human Services is the largest Tasmanian State Government agency. The Agency is responsible for delivering integrated services that maintain and improve the health and wellbeing of individual Tasmanians, and the Tasmanian community as a whole.

Each year, the Agency provides in excess of one and a half million occasions of service to consumers. In addition to the services it provides directly, the Agency also contracts, or provides funding for, a wide range of services delivered within the private and community sectors.

More than two hundred community sector organisations are funded for the delivery of services to Tasmanians. This is the second largest area of Agency investment into health and human services; the first being the Royal Hobart Hospital. It is expected that this investment will increase during 2009 – 2012 as the Agency looks to the community sector to increasingly deliver services on its behalf.

## The Office for the Community Sector

The Office for the Community Sector was established in April 2008 as an initiative of Mr David Roberts, Secretary, Department of Health and Human Services. The Secretary, along with the Agency, recognised the increasing importance of ensuring sustainable and progressive partnerships with Tasmania's growing community sector. The role of the Office for the Community Sector is to support the delivery of efficient and effective community sector services to all Tasmanians.

Working in partnership with the community sector, the Office for the Community Sector has identified three key platforms to launch its activities into the future. These platforms are:

- strategic development;
- quality and safety; and
- finance and performance.

These platforms support an overarching reform agenda to further encourage social innovation across government, industry and the community sector.

## The Integrated Financial and Performance Framework

As part of the Agency reform process, the *Integrated Financial and Performance Framework* has been developed to facilitate the effective delivery of grants payments from the Agency to community sector organisations for the provision of a range of services across Tasmania. As a key component of performance for the provision of quality and safe services, the *Integrated Financial and Performance Framework* sets out the:

- principles and processes for the administration, monitoring and acquittal of grants;
- roles and responsibilities of key stakeholders including Agency Units, the Office for the Community Sector and community sector organisations; and
- role of quality and safety in ensuring effective, efficient and sustainable services to Tasmanian consumers.

# The principles of the Quality and Safety Standards Framework

## The Quality and Safety Standards Framework will:

- focus on consumer outcomes;
- focus on continuous quality improvement;
- minimise additional regulatory burden on community sector organisations;
- be evidence based, efficient, effective and sustainable;
- be based on nationally recognised standards, both generic and service specialist;
- integrate existing processes and templates in so far as possible;
- align the quality requirements of each community sector organisation with its service volume, resources and service type; and
- foster a culture of partnership through processes and systems that enhance working relationships and a commitment to transparency and accountability.

## Agency funded community sector organisations will:

- be required to engage in continuous quality improvement based on nationally recognised generic and service specialist standards;
- undergo monitoring, review and evaluation of their contractual requirements, including those relating to quality, safety and quality improvement;
- continue with their current accreditation framework or, if seeking accreditation, select an appropriate framework that is inclusive of relevant national standards; and
- be required to demonstrate that they are meeting compliance target dates with the Fundamental Elements of the Generic Standards before a request for additional funding would be considered by the Agency.

For community sector organisations that are not currently receiving funding from the Agency, and are applying for Agency funding, there is a requirement to evidence compliance with the Fundamental Elements of the Generic Standards, in accordance with the compliance dates applicable at the time of application. Additionally, a commitment to engage in continuous quality improvement is a pre-requisite for funding consideration.

## About the Standards

### Why are standards important?

Standards are one element of a quality and safety framework. Standards establish a common language which defines quality and safety, and actively contributes towards ensuring that products, services and systems are safe, reliable and consistently performed at an effective and sustainable level.

Standards provide:

- the expectations of a service or product;
- the foundation for continuous quality improvement;
- the requirement for the protection of safety and human rights; thereby maximising safety for consumers and service providers;
- a foundation for measuring performance;
- the basis for feedback and evaluation of consumer outcomes; and
- accountability against a range of legislative and regulatory requirements, social expectations, human rights and evidence based practice.

## What or who do the Standards cover?

Standards cover people who use services (consumers) and people who provide the services to consumers (service providers).

Standards assist:

- consumers by ensuring that they receive individually tailored, culturally sensitive services delivered in a manner that protects and enhances their individual rights and meets their identified needs;
- consumers by ensuring that services are provided by staff and volunteers who are appropriately selected, competent, and supported in performing their role; and
- community sector organisations to develop services that are consumer focused, based on a clear vision and set of organisational values, and strong and transparent decision-making processes.

## What are the Standards?

The Standards for community sector organisations are divided into two categories:

- **Generic Standards**, including health and safety standards. Generic Standards apply to every community sector organisation, regardless of the number or type of service provided; and
- **Service Specialist Standards** that reflect the type of service provided such as accommodation for people with disabilities, support to families to promote child safety, support for and treatment of people with mental health and alcohol and drug issues, diabetes, cancer and support for older Tasmanians.

Evidence of compliance is required against the Fundamental Elements within the six Generic Standards of the Framework. Some Generic Standards are based on legislative requirements, such as fire safety, food safety, and provision for a range of consumer rights such as respecting privacy and confidentiality. Other Generic Standards support the right of consumers to provide feedback, and the importance of governance structures to ensure a community sector organisation's clarity of vision, value-base, accountability, efficiency and effectiveness when administering public funds.

The Office for the Community Sector recognises that the Generic Standards contain only a selection of relevant principal Elements to support community sector organisations to progress quality and safety activity and enhance a culture of continuous quality improvement.

The Service Specialist Standards may require evidence of compliance and community sector organisations will need to demonstrate continuous quality improvement against these Standards.

## Who selects the Standards?

In consultation with a variety of stakeholders, the Office for the Community Sector has selected a set of Generic Standards that reference a range of national standards frameworks, and a number of standards frameworks used by other states/territories. The Office for the Community Sector is responsible for analysing and assessing performance against the Generic Standards, both at an organisational, and sector wide level.

In conjunction with the Office for the Community Sector, and in consultation with community sector organisations, Agency Units select the Service Specialist Standards from the relevant national standards frameworks. Agency Units are responsible for analysing and assessing improvement against these standards. Applicable standards include the *National Standards for Disability Services*, *National Standards for Mental Health Services* and the *Tasmanian Supported Accommodation Assistance Program (SAAP) Service Standards*.

## How will the Standards be introduced to community sector organisations?

The Standards will be introduced in July 2009, and evidence of compliance with the Fundamental Elements of the Generic Standards will be required at set dates during the three year period 2009 to 2012. This will provide a transitional phase for community sector organisations to have the time and opportunity to evidence compliance. Community sector organisations will be required to demonstrate continuous quality improvement against the Fundamental Elements of the Generic Standards prior to, and following compliance during 2009 to 2012.

## What about community sector organisations that are being externally accredited?

The Office for the Community Sector recognises that some community sector organisations may already have or are presently engaged in processes to seek accredited status with national standards bodies such as the Quality Improvement Council (QIC) or the Australian Council for Health Standards (ACHS). As an alternative to completing the *Self Report*, accredited community sector organisations may choose to provide a copy of audit/review reports, improvement plans and any other related documentation to demonstrate engagement in continuous quality improvement and evidence of compliance.

Generally, such evidence will be satisfactory to meet the requirements of this Framework. However, there may be occasions when the Office for the Community Sector will require additional evidence.

# How will the Standards be monitored?

## Core Monitoring

Core Monitoring requires a community sector organisation to provide a self-report of their continuous quality improvement against both the Fundamental Elements of the Generic Standards and Service Specialist Standards, and evidence of compliance with the Fundamental Elements of the Generic Standards at the pre-determined dates.

A copy of the *Self Report* is submitted to the Office for the Community Sector every six months, on a pre-supplied, self-directed template. The *Self Report* contains a number of questions supporting the Elements within the Generic Standards which will provide guidance towards continuous quality improvement activities.

The Office for the Community Sector will analyse the *Self Report* to ensure that continuous quality improvement is being undertaken and that evidence of compliance with the Fundamental Elements of the Generic Standards is met by the specified date. Agency Units will analyse improvement against, or evidence of compliance with, the Service Specialist Standards.

Audits will be periodically undertaken by the Office for the Community Sector and / or Agency Units, to support and verify the continuous quality improvement activities of community sector organisations.

## Desktop Reviews

Desktop Reviews will be conducted internally by the Office for the Community Sector every three months. This process provides a structured approach to the Office for the Community Sector to monitor and support community sector organisations. Every second Desktop Review will include an analysis of the community sector organisation's *Self Report*.

Desktop Reviews gather and analyse a range of information that may include consumer feedback, serious incident reports and any other organisational issues including financial matters. Desktop Reviews will also provide the Office for the Community Sector with a regular process for revisiting any area of concern or need for support arising from previous *Self-Reports*.

## Service Reviews

Service Reviews will be undertaken to analyse ongoing, systemic service or financial related concerns, or to understand and celebrate service innovation.

Service Reviews may be initiated by the Agency or the community sector organisation on an as required basis and involve all partners and stakeholders. Services Reviews will be quality and outcome focussed.

## What does the Framework require?

The Framework contains the following six Generic Standards:

- Safe Environment;
- Consumer Focus;
- Workforce;
- Incidents and Feedback;
- Consumer Information; and
- Governance.

Within each of the Generic Standards there are a number of **Fundamental** and **Supplementary** Elements<sup>1</sup>.

Fundamental Elements are mandatory and evidence is required to demonstrate compliance by a predetermined date. Some of the Fundamental Elements of the Framework reflect legislation, such as the *Food Act 2003*. The Framework does not override or replace legislative requirements. Supplementary Elements do not require mandatory reporting.

Community sector organisations will be required to demonstrate continuous quality improvement against the Standards during the 2009 to 2012 period. Community sector organisations that are achieving a high level of continuous quality improvement against the Fundamental Elements are strongly encouraged to undertake work in relation to the Supplementary Elements.

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<sup>1</sup> Standard 2: Consumer Focus, Standard 4: Incidents and Feedback and Standard 5: Consumer Information are comprised of only Fundamental Elements.

## Evidencing Compliance

Evidence of compliance with the Fundamental Elements of the Generic Standards is required and may include, but is not limited to:

- regulation forms or reports issued by regulators. These documents may evidence compliance with, for example, fire safety or food safety where relevant;
- documents such as policies and procedures, strategic plans, quality improvement plans, orientation manuals and other published material;
- records to evidence staff implementation of policies and procedures;
- assessment of staff awareness of processes and requirements;
- consumer feedback regarding the level of satisfaction with their outcomes;
- examples of consumer involvement in individual and strategic planning;
- observations and staff feedback processes led by the Office for the Community Sector and/or other Agency Unit staff;
- formal audits;
- recent reports, service reviews and evaluations undertaken by a competent, independent third party and supported by an implementation plan that is currently being actioned; and/or
- accreditation documentation.

## How will the Office for the Community Sector assess the evidence?

The Office for the Community Sector will identify the important facts and concepts, based on contemporary practice and information that will need to be reflected in the evidence to support compliance. These are called Compliance Indicators.

Every six months the Office for the Community Sector will forward the Compliance Indicators for the Fundamental Elements of the Standard that is next due for compliance. This will assist organisations to identify what the Office for the Community Sector is looking for within the evidence provided in order to measure the achievement of compliance.

## Compliance Dates

Evidence of compliance with the Fundamental Elements of the Generic Standards must be available by the following dates:

Standard	Compliance Date
Safe Environment	31 December 2009
Consumer Focus	30 June 2010
Workforce	31 December 2010
Incidents and Feedback	30 June 2011
Consumer Information	31 December 2011
Governance	30 June 2012

Evidence of compliance must be received by the Office for the Community Sector consistent with the *Self Report* dates.

## Reporting periods

Every six months, community sector organisations are required to provide a copy of the *Self Report* to the Office for the Community Sector demonstrating continuous quality improvement activity undertaken against all of the Standards. The reporting periods, and the dates reports are to be submitted to the Office for the Community Sector are:

Reporting Period	Self Report Due
1 July 2009 – 31 December 2009	31 January 2010
1 January 2010 – 30 June 2010	31 July 2010
1 July 2010 – 31 December 2010	31 January 2011
1 January 2011 – 30 June 2011	31 July 2011
1 July 2011 – 31 December 2011	31 January 2012
1 January 2012 – 30 June 2012	31 July 2012

## Is feedback provided?

The Office for the Community Sector is committed to building sustainable and progressive relationships with all community sector organisations and other partners. Therefore, the Office for the Community Sector will prioritise ongoing communication and the provision of feedback to community sector organisations following the submission of every *Self Report* and *Service Review*.

In addition to formal feedback processes, the Office for the Community Sector will continue to maintain informal, collaborative relationships with community sector organisations and Agency Units on an ongoing basis.

## Monitoring incidents, compliments and complaints

The *Incidents and Feedback* Standard includes Fundamental Elements associated with reporting consumer related compliments, complaints and incidents.

While not overriding or replacing regulatory reporting requirements to authorities such as emergency services, and in line with the *Consumer Related Incident Monitoring System for Tasmania's Agency Funded Community Sector Organisations* policy, the most serious consumer related incidents require a report to the relevant Agency Unit as soon as possible after the incident. In investigating serious incidents, appropriate collaboration will occur between all stakeholders. The Office for the Community Sector will undertake a leadership role to provide independence and support appropriate communication and processes.

For less serious incidents community sector organisations will record non-identifiable data on a pre-supplied template, and submit it to the Office for the Community Sector in accordance with policy and the reporting timelines outlined on page nineteen.

In relation to complaints and compliments community sector organisations will record non-identifiable data on a pre-supplied template and submit it to the Office for the Community Sector in accordance with the reporting timelines outlined on page nineteen

The Office for the Community Sector will analyse and trend incidents, compliments and complaints data across the community sector.

# Evaluation of the Standards Framework

Evaluation is an important component of continuous quality improvement. As such, an evaluation will commence in 2011 and examine the Framework's selection of the Generic Standards, monitoring process, and outcomes for all stakeholders.

Community sector organisations, consumers and stakeholders, Agency Units and the Office for the Community Sector will be invited to participate.

## Who can community sector organisations contact if they have questions or concerns?

The Quality and Safety Team in the Office for the Community Sector is a resource to all Agency funded community sector organisations, and will provide support throughout 2009 – 2012.

Implementation of the Framework will include information and education to community sector organisations about the Generic Standards and completion of *Self-Reports*. It is expected, that as community sector organisations progress through the Framework, the need for additional education and/or training may be identified.

Depending on the support required, the Quality and Safety Team will either provide direct assistance to community sector organisations, or provide information or referrals to alternate sources.

As discussed during community sector consultations in mid 2008, the Office for the Community Sector invites community sector organisations to continue with the conversations necessary for a successful partnership in this new phase of quality and safety in Tasmania.

Please contact the Office for the Community Sector, Quality and Safety Team, if we can be of any assistance to you:



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# The Standards

# Safe Environment

## Outcome

Consumers receive services in an environment that is safe.

## Elements

### Fundamental

- Fire
- Medication
- Food<sup>2</sup>
- Health and Safety

### Supplementary

- Disaster Management
- Environmental Management

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the services they receive are safe, and employ processes that uphold their human rights. It also encourages consumer feedback on safety matters.

### ...organisations?

Continuous quality improvement against this Standard assists community sector organisations to provide services that minimise risk to consumers, by providing a safe working environment, meeting legislative requirements and enabling staff and volunteers to be trained to effectively respond to challenging situations.

## Compliance Date

Evidence of compliance with the Fundamental Elements of this Standard must be available by 31 December 2009 and provided to the Office for the Community Sector by 31 January 2010.

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<sup>2</sup> Compliance with the *Food Act 2003* is required by 1 June 2009 and evidence of this compliance is required by the Office for the Community Sector in line with the reporting timelines.

# 2 Consumer Focus

## Outcome

Consumers receive services that respect their rights and are responsive to their needs and desires.

## Elements

### Fundamental

- Health and Wellbeing
- Lifestyle
- Service Coordination
- Cultural Diversity
- Individual Safety
- Community Participation and Inclusion
- Rights and Responsibilities

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the service supports them to develop and maintain health and wellbeing, meaningful participation in activities and the community, achieve positive lifestyle outcomes, and respect for consumer choice.

### ...organisations?

Continuous quality improvement against this Standard assists community sector organisations to deliver services, and have consultative planning processes in place, that meet the individual needs of consumers.

## Compliance Date

Evidence of compliance with the Fundamental Elements of this Standard must be available by 30 June 2010 and provided to the Office for the Community Sector by 31 July 2010.

# 3 Workforce

## Outcome

Consumers receive services that are provided by appropriately trained and supported staff and volunteers.

## Elements

### Fundamental

- Recruitment
- Roles and Responsibilities
- Professional development
- Sustainability

### Supplementary

- Workforce Diversity
- Capacity Building

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the service employs staff and volunteers that are professional, competent and supported to effectively respond to consumer needs.

### ...organisations?

Continuous quality improvement against this Standard assists the community sector organisation's workforce to conduct themselves in a professional manner, be aware of their roles and responsibilities, and to contribute towards the achievement of the organisation's goals and a culture of ongoing learning. It also contributes towards the satisfaction of the organisation's workforce.

## Compliance Date

Evidence of compliance with the Fundamental Elements of this Standard must be available by 31 December 2010 and provided to the Office for the Community Sector by 31 January 2011.

# 4 Incidents and Feedback

## Outcome

Consumers receive services from community sector organisations that appropriately manage incidents and actively seek and respond to feedback.

## Elements

### Fundamental

- Compliments
- Complaints
- Incidents

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence to provide feedback regarding the services they receive. It also supports consumers to have an appropriate level of involvement in addressing incidents.

### ...organisations?

Continuous quality improvement against this Standard assists the community sector organisation to manage complaints or incidents in a respectful, consistent and transparent manner, that encourages appropriate consumer participation, and uses learned knowledge to enhance service delivery. It also contributes to a culture where consumers are encouraged to provide feedback.

## Compliance Date

Evidence of compliance with the Fundamental Elements of this Standard must be available by 30 June 2011 and provided to the Office for the Community Sector by 31 July 2011.

# 5 Consumer Information

## Outcome

Consumers receive services that recognise and respect their right to have their personal information managed in an appropriately confidential manner.

## Elements

### Fundamental

- Collection
- Handling
- Security

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that their personal information is appropriately managed and that their confidentiality is respected.

### ...organisations?

Continuous quality improvement against this Standard assists community sector organisations to recognise and meet their legal and ethical obligations in respecting the rights of consumers to appropriate confidentiality.

## Compliance Date

Evidence of compliance with the Fundamental Elements of this Standard must be available by 31 December 2011 and provided to the Office for the Community Sector by 31 January 2012.

# 6 Governance

## Outcome

Consumers receive services that are effectively and efficiently managed.

## Elements

### Fundamental

- Culture and Values
- Financial Reporting
- Communication
- Decision Making
- Legislation and Regulation
- Policy
- Risk Management

### Supplementary

- Collaboration and Participation
- Strategic Planning
- Evidence Based Practice

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the services they receive are contemporary, sustainably managed, coordinated and responsive. It also supports consumers and other stakeholders to contribute towards decision making processes and enables effective communication.

### ...organisations?

Continuous quality improvement against this Standard assists the community sector organisation to utilise robust strategic management processes and undertake its roles and functions to meet its contractual obligations and legal responsibilities. It also contributes to the recognition that positive consumer outcomes are integral to the organisation, and recognises the importance of consumer participation.

## Compliance Date

Evidence of compliance with the Fundamental Elements of this Standard must be available by 30 June 2012 and provided to the Office for the Community Sector by 31 July 2012.

# Glossary

Accreditation	A process in which certification of competency is achieved against a set of pre-defined standards.
Agency	The Department of Health and Human Services.
Agency Units	The Departmental and Operational Units within the Agency that purchase services from community sector organisations.
Community Sector Organisation	Any Agency funded organisation that provides services through a Funding Agreement.
Complaint	Any written or verbal expression of dissatisfaction or concern regarding any service provision or support.
Compliance	Defined as conforming to a specification or policy, standard or law that has been clearly defined.
Compliance Date	In the case of the Generic Standards, compliance date is the required timeline for achievement of the acceptable minimal level of performance against the Fundamental Elements of the Standard.
Compliance Indicators	Identify the important facts and concepts, based on contemporary practice and information that will need to be reflected in the evidence provided by community sector organisations to support compliance.
Compliment	An expression or implication of praise.
Consumer	A person who directly or indirectly receives services from an Agency funded Community Sector Organisation.
Continuous Quality Improvement	An ongoing approach to quality that has an emphasis on organisational systems and processes, and utilises objective data and stakeholder input.
Elements	Represent key quality indicators (such as <i>Risk Management</i> and <i>Sustainability</i> ) to which related questions are aligned. Within this Framework, Elements are referred to as either Fundamental or Supplementary.
Fundamental Elements	Are mandatory and evidence is required to demonstrate compliance by the predetermined date.

Funding Agreement	The contractual arrangement between the Agency and a community sector organisation that defines the services to be delivered and the terms and conditions of the funding.
Health and Safety	Protecting the health, safety and welfare of both the consumers who access the service and the people engaged in work or employment.
Incident (Consumer related)	An event or circumstance that could have, or did lead to harm, loss and / or damage resulting from, or impacting upon, service provision to consumers.  Also refer to the <i>Incident Monitoring Policy</i> .
Quality	Meeting and exceeding the needs and expectations of consumers and stakeholders.
Staff	Any person in a paid role who has been hired by the organisation to perform specific tasks.
Stakeholders	Individuals or community sector organisations that have a key interest in an organisation or a consumer's outcomes and health and wellbeing. A stakeholder can affect, or be affected by, the actions of the organisation.
Standards	Establish a common language which defines quality and safety, and actively contributes towards ensuring that products, services and systems are safe, reliable and consistently performed at an effective and sustainable level.
Supplementary Elements	Additional Elements that extend the quality improvement activities of Community Sector Organisations that are achieving a high level of continuous quality improvement against the Fundamental Elements.
Vision	Focusing on the future, a Vision, or Vision Statement, outlines what, and where, the organisation wants to be. It is meant as a source of inspiration for staff, volunteers and consumers and provides clear decision-making criteria.
Volunteer	A person who performs, or offers to perform, a service out of his or her own free will, often without monetary payment.





**Tasmania**  
Explore the possibilities

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