



# Governance, leadership and culture

Your organisation should already have a Governance Framework to establish corporate and clinical/practice governance systems. This can contribute to the planning, design and operation of the organisation and identify opportunities for improvement and communicate these to relevant individuals or bodies.

## Governing bodies

You organisation may be overseen by a governing body such as a board. Digital service delivery is no different to other modes of service delivery, in that governing bodies must lead the development of a common organisational language in safety, quality and practice governance. The governing body should actively communicate its commitment to the delivery of safe, high-quality care. They should ensure that an effective culture of safety and quality exists within the organisation and lead the organisation towards achieving a 'blame-free', accountable and learning culture.

### Checklist: Governing bodies

Do governing bodies:

Ensure that an effective culture of safety and quality exists within the organisation?

Lead development in digital service delivery to ensure safety, quality and practice governance?

Monitor organisational culture, and identify and capture improvement opportunities and ensure that they are acted on?

Ensure that the organisation has plans, strategies and policies that support safety and quality of care in digital service delivery?

Actively communicate their commitment to the delivery of safe, high-quality digital care?

Lead the organisation towards achieving a 'blame-free', accountable and learning culture?

## Manager involvement

It is important that managers (including those in administrative roles as well as clinical/practice managers) actively communicate the commitment of the organisation to the delivery of safe, high-quality digital services, and create opportunities for the workforce to receive education in safety and quality theory and systems. Likewise, managers should model the safety and quality values of the organisation in all aspects of management and support practitioners who embrace leadership roles. They should also ensure safety and quality business plans are integrated into organisational plans, policy documents and procedures.

Managers must establish effective relationships with other relevant services to support recovery outcomes; and be aware of how the service organisation sits within a wider network of other health and human services locally. They must also ensure that the organisation has a comprehensive suite of plans, strategies and policies, and that organisational resources are allocated to support safety and quality of care, irrespective of how the care and supports are delivered.

Managers also create relevant education and training opportunities. Likewise, they allocate enough time and attention to safety and quality of care, monitor organisational culture, and identify and capture improvement opportunities as well as ensure that they are acted on.

### **Checklist: Management involvement**

In the delivery of digital services, do managers:

Take part in all aspects of the development, implementation, evaluation and monitoring of digital services?

Encourage, mentor, educate and guide colleagues in the delivery of safe, high-quality care?

Actively communicate the commitment of the organisation to the delivery of safe, high-quality care to staff and clients? Do they model safety and high-quality values of the organisation in all aspects of management?

Understand best practice in digital service delivery?

Encourage a culture of safety and quality improvement?

Ensure that the organisation partners with consumers and their supporters?

Ensure that roles and responsibilities are clearly defined for the governing body, management, and staff?

Review reports and monitor the organisation's progress on safety, quality, performance, and effectiveness?

Monitor the action taken by means of results of an analysis of clinical and technical incidents and trends?

Establish principles and practices within governance frameworks that support the organisation's ability to adapt to technology as it changes?

### **Staff involvement**

Good governance and a culture of leadership encourage and ensure that all staff can actively take part in the development of an organisational culture that enables, and gives priority to, consumer safety and quality services. Staff should be able to actively communicate their commitment to the delivery of safe, high-quality health care, and model professional conduct consistent with this commitment.

Consequently, all staff should embrace opportunities to learn about safety and quality theory and systems and welcome opportunities to take part in the management of all services. They should encourage, mentor and guide colleagues in the delivery of safe, high-quality care and take part in all aspects of the development, implementation, evaluation and monitoring of governance processes.

### **Checklist: Staff involvement**

In delivering digital services, do staff:

Actively take part in the development of an organisational culture that enables, and gives priority to, consumer safety and quality?

Actively communicate their commitment to the delivery of safe, high-quality health care?

Model professional conduct consistent with a commitment to safety and quality in all their endeavours?

Access opportunities to learn about safety and quality theory and systems?

Embrace opportunities to take part in the management of direct services?

### **Further resources**

UK resource for youth organisations, see section on 'organisational considerations'. [Digitally Kind: Bridging the gaps between digital policy, process and practice to improve outcomes](#)