

# Dougherty Apartments Governance Statement

## INTRODUCTION

### 1.1. Our Philosophy

- Your Community – Your Home

### 1.2 Our Values

- We respect each person's independence and choice, supporting their dignity and intrinsic worth.
- We embrace diversity, inclusion, and meaningful connection with the local community.
- We are committed to openness, transparency, and integrity in all our dealings.

### 1.3.1 Dougherty Principles

**We aim to provide compassionate care, vibrant living environments, and secure housing solutions that enhance the well-being, rights, and autonomy of older people accessing our care and services.**

#### Fairness and Equality

- All individuals accessing our care and services, staff, families, and visitors will be treated with fairness, equity, dignity, and respect.
- We ensure cultural safety and inclusion for people from diverse backgrounds, including Aboriginal and Torres Strait Islander peoples, LGBTQIA+ individuals, and people living with dementia.

#### Quality of Life with Quality Services

- We are committed to continuous improvement in delivering safe, inclusive, and high-quality care and services.
- Our services empower individuals to make decisions that support their goals, independence, identity, and preferences.
- We foster a community that values mutual support, open communication, and compassionate relationships.

#### Integrity

- We expect ethical conduct and accountability from all leaders, staff, people accessing care and services, and visitors.
- Transparency, honesty, and responsible decision-making guide our organisational culture and systems.

#### Safety and Security

- Every person has the right to feel and be safe — physically, emotionally, and culturally.
- We maintain a protective and enabling environment that supports people's rights and well-being and responds to risks proactively.

## GOVERNANCE STRUCTURE

### 2.1. Governing Body (Our Board of Directors)

#### Composition and Expertise

The Governing Body comprises Directors with a diverse mix of skills, experience, and expertise relevant to aged care, retirement living, clinical governance, finance, risk, and compliance.

The Board collectively maintains the capability to govern in accordance with its obligations under applicable legislation and regulatory requirements.

#### Roles and Responsibilities

The Board is responsible for the governance of Dougherty Apartments and:

- Provides strategic direction and leadership.
- Monitors compliance with all applicable legislation, including the *Aged Care Act 2024*, associated Rules, and other regulatory frameworks.
- Maintains accountability for the safety, quality, and effectiveness of care and services.
- Ensures systems are in place to provide it with assurance regarding clinical governance, risk management, incident management, and continuous improvement.
- Monitors organisational performance, including financial sustainability and workforce capability.
- Monitors continuous improvement activities, including responses to audits, incidents, and feedback.
- Promotes a culture of safety, inclusion, transparency, and continuous learning.

#### Decision-Making Processes

Board decisions are informed by accurate, timely, and relevant information, including:

- Resident and stakeholder feedback and experience data
- Clinical and operational performance indicators
- Risk and compliance reporting; and
- Advice from committees and advisory bodies.

### 2.2 Board Committees

#### Clinical Governance and Care Committee

- Monitors and provides assurance regarding the safety, quality, and effectiveness of care and services; and
- Reviews clinical risks, incidents, and quality indicators.

#### Finance, Audit and Risk Committee

- Monitors financial performance, sustainability, and internal controls; and
- Reviews risk management systems, audit outcomes, and compliance frameworks.

### 2.3 Aged Care Advisory Bodies

#### Quality Care Advisory Body (QCAB)

- Provides independent advice to management and the Board on care quality, safety systems, and continuous improvement; and
- Reviews trends, outcomes, and opportunities for improvement.

### Consumer Advisory Body (CAB)

- Provides a structured mechanism for residents, families, and representatives to contribute to service design, delivery, and improvement; and
- Supports compliance with requirements for consumer engagement and partnership.

## 2.4 Management Team

### Structure

The Chief Executive Officer (CEO) is responsible for the day-to-day management of the organisation and reports directly to the Board.

### Responsibilities

Include (but are not limited to):

- Implementing Board-approved strategy and governance frameworks
- Ensuring compliance with legislative and regulatory obligations
- Maintaining effective systems for quality, safety, risk, and continuous improvement
- Ensuring workforce capability, supervision, and development
- Promoting a culture aligned with organisational values and person-centred care and service delivery.

## GOVERNANCE STATEMENT

Dougherty Apartments is committed to maintaining effective governance systems that ensure accountability, transparency, and the delivery of safe, high-quality, and person-centred care and services.

### 3.1 Ethical Conduct and Integrity

- Ethical conduct and human rights principles underpin all governance and operational activities.
- Conflicts of interest are identified, disclosed, and appropriately managed; and
- Leadership promotes accountability, integrity, and transparency.

The organisation maintains a whistleblower framework in accordance with applicable legislation, ensuring that individuals can report concerns about misconduct, safety, or non-compliance confidentially and without fear of reprisal. Reports are appropriately investigated and escalated to support accountability and organisational integrity.

### 3.2 Consumer Engagement and Participation (refined heading)

- Consumers are supported to participate in decisions about their care and services.
- Feedback mechanisms are accessible, safe, and responsive.
- Consumer input informs governance, planning, and continuous improvement; and
- Co-design principles are applied where appropriate; and
- Accessible and effective complaints and feedback systems are in place to support timely response, resolution, and continuous improvement, consistent with regulatory requirements.

### 3.3 Accountability and Compliance

- The organisation complies with all applicable legislation, including (but not limited to):
  - *Aged Care Act 2024* and associated Rules
  - Strengthened Aged Care Quality Standards

- *Retirement Villages Act 1999* (NSW)
- *Corporations Act 2001* and ACNC Governance Standards
- Systems are in place for complaints management, incident reporting, and whistleblower disclosures, ensuring issues are identified, escalated, and addressed in a timely and transparent manner.

The Board exercises due diligence to ensure the organisation meets its provider obligations and that systems are in place to prevent, detect, and respond to risks to the safety, health, and wellbeing of residents.

### 3.4 Performance Monitoring and Evaluation

- Organisational performance is regularly monitored against:
  - Quality and safety indicators
  - Financial and operational performance; and
  - Consumer experience and outcomes.
- Data and evaluation findings inform governance decisions and improvement initiatives.

### 3.5 Financial Responsibility

- Financial management supports sustainability and accountability; and
- Systems ensure transparency, appropriate use of resources, and compliance with prudential and reporting obligations.

### 3.6 Workforce Capability and Development (strengthened for compliance)

- The workforce is supported to deliver safe, competent, and person-centred care.
- Training and development align with:
  - Legislative and regulatory requirements
  - Cultural safety and diversity
  - Clinical and care competencies; and
- Workforce planning supports safe staffing levels and skill mix.

### 3.7 Quality and Safety

- Systems are in place to monitor, manage, and improve quality and safety.
- Incidents, complaints, and feedback are reported, managed, and analysed through formal systems, including open disclosure processes where required. Learnings are used to inform continuous improvement and reduce the risk of recurrence.
- The organisation promotes open disclosure and a culture of learning.

### 3.8 Rights-Based Approach

Governance at Dougherty Apartments reflects a rights-based approach, ensuring all people accessing care and services:

- Are treated with dignity, respect, and fairness.
- Have their identity, culture, and preferences recognised and supported.
- Are supported to make informed decisions, including through supported decision-making where required; and

- Have access to advocacy and are free from coercion or reprisal.

## Review Commitment

This Governance Statement is reviewed periodically to ensure continued alignment with:

- Legislative and regulatory requirements
- Sector best practice
- Organisational performance and risk; and
- Feedback from consumers and stakeholders.