

Quality Pathway Information Sheet 5

Roles and Responsibilities

This Information Sheet summarises the responsibilities for managing quality within the organisation.

Effective and strong service providers demonstrate the quality management principle of leadership. Leadership is essential for providing direction, instituting values and ethics, and for creating a culture of critical reflection and continuous improvement. The governing body and CEO/Manager are the primary leaders of the service provider organisation and must demonstrate leadership for managing quality.

Depending on the size and complexity of the service provider organisation, responsibilities for managing quality will vary. Some may have a dedicated position to coordinate quality management, some may incorporate this into an existing position/s, and/or some may engage external expertise. However coordination is structured, quality management requires a whole of organisation approach, with everyone having accountability for implementing quality improvement activities.



LEADERSHIP

- ▶ **Action: Allocate responsibilities to the governing body and senior staff for oversight of quality management. Their role is to:**
 - Ensure there is a documented and active quality system including:
 - Designated roles and responsibilities
 - Quality goals and plans
 - Policies and procedures
 - Customer and stakeholder feedback
 - Self-assessments
 - External audit
 - Monitoring and reporting.
 - Ensure compliance with relevant standards, industry guidelines and legislation.
 - Ensure there is a documented and active risk management system.
 - Monitor results of self-assessments and external audits.
 - Foster a positive approach to quality improvement and empower staff to implement continuous improvement.
 - Monitor quality management progress, achievements and areas for development.
 - Recognise and reward quality achievements.
- ▶ **Action: Leaders plan for and allocate resources**
 - Identify current and future resources required to implement and maintain quality management
 - Secure sustainable financial resources.
 - Develop and monitor budgets for quality improvement activities.



Practice tip: Quality management responsibilities

- ✓ *Ensure all staff and governing body members understand their quality system responsibilities.*
- ✓ *Include quality system related responsibilities in all governing body and staff position descriptions, policies and procedures, and quality action plans.*
- ✓ *Include quality system related expectations in new staff and governing body member orientation to their positions.*
- ✓ *Include quality system related expectations in governing body and staff performance reviews.*

- Value and support time and skills required by staff for quality management implementation.

▶ **Action: Leaders contribute to continuous improvement**

- Lead and participate in quality improvement activities, particularly those relating to governance, strategic direction and service planning.

COORDINATION

▶ **Action: Designate specific positions to be responsible for coordinating quality. Their role is to:**

- Coordinate development and implementation of quality action plans.
- Facilitate processes for actioning quality management, including working and review groups/teams.
- Lead key quality system processes including development of policies and procedures, customer and stakeholder feedback, self-assessment and/or independent audit.
- Lead processes for ensuring required quality data is collected, analysed and applied.
- Coordinate internal and external quality reporting.

▶ **Action: Coordinators contribute to continuous improvement**

- Lead and participate in quality improvement activities, particularly those relating to planning and operations.

IMPLEMENTATION

▶ **Action: Identify which individuals are responsible for contributing to continuous improvement. Their role is to:**

- Lead and participate in organisation checks and audits, including workplace health and safety audits, compliance checks, risk management assessment.
- Participate in individual and group practice reflection and improvement.
- Lead and participate in quality improvement activities, particularly those relating to customers, stakeholders and service delivery.