



Results and processes guide



The **Aged Care**
Standards and Accreditation Agency Ltd



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Results and processes guide



The **Aged Care**
Standards and Accreditation Agency Ltd



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Enquiries:

General Manager, Accreditation

The Aged Care Standards and Accreditation Agency Ltd

PO Box 773

Parramatta NSW 2124

AUSTRALIA

Users of this handbook should refer to all relevant legislation, including the *Aged Care Act 1997*, the *Accreditation Grant Principles 1999* and the *Accountability Principles 1998*.

Contents

INTRODUCTION	5
SECTION 1: CONSIDERATIONS ABOUT THE EXPECTED OUTCOMES	6
The wording of the expected outcomes	6
The importance of the wording	6
The focus of each expected outcome	6
Systems and processes	7
What is a system?	7
What is a process?.....	8
Demonstrating results	8
SECTION 2: RE-VISITING THE EXPECTED OUTCOMES	11
Standard One: Management systems, staffing and organisational development	12
1.1 Continuous improvement	13
1.2 Regulatory compliance	15
1.3 Education and staff development.....	17
1.4 Comments and complaints.....	19
1.5 Planning and leadership	21
1.6 Human resource management	22
1.7 Inventory and equipment.....	24
1.8 Information systems.....	26
1.9 External services	28
Standard Two: Health and personal care	29
2.1 Continuous improvement	30
2.2 Regulatory compliance	32
2.3 Education and staff development	34
2.4 Clinical care	36
2.5 Specialised nursing care needs	38
2.6 Other health and related services	40
2.7 Medication management	41
2.8 Pain management	43

2.9 Palliative care	45
2.10 Nutrition and hydration	47
2.11 Skin care	49
2.12 Continence management	51
2.13 Behavioural management	53
2.14 Mobility, dexterity and rehabilitation	55
2.15 Oral and dental care	57
2.16 Sensory loss	59
2.17 Sleep	61
Standard Three: Resident lifestyle	62
3.1 Continuous improvement.....	63
3.2 Regulatory compliance	65
3.3 Education and staff development	67
3.4 Emotional support.....	69
3.5 Independence	71
3.6 Privacy and dignity	73
3.7 Leisure interests and activities	75
3.8 Cultural and spiritual life	77
3.9 Choice and decision making.....	79
3.10 Resident security of tenure and responsibilities	81
Standard Four: Physical environment and safe systems	82
4.1 Continuous improvement	83
4.2 Regulatory compliance	85
4.3 Education and staff development	87
4.4 Living environment	88
4.5 Occupational health and safety	90
4.6 Fire, security and other emergencies	92
4.7 Infection control.....	94
4.8 Catering, cleaning and laundry services	96

Figure

Figure 1 Three levels of measures around processes	8
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INTRODUCTION

The *Aged Care Act 1997* requires approved providers of residential aged care homes to comply with the Accreditation Standards. It is the responsibility of providers to demonstrate their compliance with the Accreditation Standards and the role of assessors to assist them to do so.

The Accreditation Standards are set out in the *Quality of Care Principles 1997* and comprise four Standards and 44 expected outcomes. This document is intended to assist assessors in identifying and considering relevant results and processes for expected outcomes in assessing the performance of residential aged care homes against the Accreditation Standards; it is not a prescription of everything that should be looked at during assessments. It has been developed to assist quality assessors to focus on the principles of Agency assessments¹, in particular:

- continuous improvement
- resident focus
- being helpful
- evidence focus
- results focus
- systems and processes
- openness and transparency.

This revision reflects the Agency's approach in supporting homes to demonstrate their compliance through measured results. It also provides greater guidance regarding the relationships between expected outcomes.

The *Results and processes guide* continues to be written in broad terms so as to be relevant to all sizes and types of residential aged care homes. Results, and the manner in which they are demonstrated, will be unique to individual homes' responses to their residents' needs. This document has identified the key areas where we would expect to see positive outcomes in relation to the expected outcome but is not a definitive list. The home will adapt these processes to their own particular circumstances.

This document does not constitute a list of the steps to be taken by a residential aged care home to comply with the Accreditation Standards. The *Quality of Care Principles 1997*² make clear that each home can choose how to respond to its obligation to comply with the Accreditation Standards.

¹ *Audit handbook for assessors*

² *Quality of Care Principles 1997 Part 3, Section 18.9*

SECTION 1: CONSIDERATIONS ABOUT THE EXPECTED OUTCOMES

The wording of the expected outcomes

The importance of the wording

It is important to focus on the expected outcomes as written in the legislation. In reading an expected outcome it is important to clarify:

- what the wording of the expected outcome includes
and
- what the wording of the expected outcome does not include.

As an example, expected outcome 1.5 Planning and leadership says – *The organisation has documented the residential care service's vision, values, philosophy, objectives and commitment to quality throughout the service.*

This expected outcome requires the home to have documentation. It does not require demonstration of how the values, objectives etc are implemented, nor does it require a judgment about the quality of the content of the home's document/s.

The focus of each expected outcome

The expected outcomes vary in their focus. Some are clearly related to results for residents; others are concerned with results that are less directly related to residents; and others focus primarily on the management systems and processes of the home.

Expected outcomes with a focus on results for residents

Some expected outcomes relate directly to results for residents. This is highlighted through the *explicit* and direct reference in the wording of the expected outcome to the resident, their needs, the services they receive, or the results provided for them. For example, expected outcome 2.8 Pain management requires that "all residents are as free as possible from pain".

For expected outcomes with a focus on results for residents, the outcome is that tangible results for residents are being achieved. This could include:

- information obtained from the residents/representatives, for example, resident survey or interview data, satisfaction data
or
- information obtained by the home's staff about the residents, for example, their ongoing care and lifestyle needs, their current status in terms of care and lifestyle, or the effectiveness of various care and lifestyle services. This information could include for instance, clinical care review data, clinical indicators lifestyle care review data, and care and lifestyle indicators.

It is acceptable to consider the home's internal processes that lead to the results for residents. Information about the home's processes is particularly important in the absence of tangible information about results for residents. It could include information which indicates:

- processes and systems are in place
- the processes and systems are effective.

Expected outcomes with a focus on other results

Some expected outcomes have a focus on results that are not as directly linked to results for residents. This is highlighted through the explicit reference to results to be achieved in the wording of the expected outcome. For example, expected outcome 1.3 Education and staff development requires that “management and staff have appropriate knowledge and skills to perform their roles effectively”.

For these expected outcomes, the major outcome is that tangible results for the home or other stakeholders are being achieved as indicated by the wording of the expected outcome. This could include:

- information which is obtained from staff and management or other stakeholders about the home and its results. As an example for expected outcomes 1.3, 2.3, 3.3 and 4.3 Education and staff development, relevant information could include results of staff and management competency appraisals.

It is acceptable to consider the home’s internal processes that lead to results. Information about the home’s processes is particularly important in the absence of tangible information about results. It could include information which indicates:

- processes and systems are in place
- the processes and systems are effective.

Expected outcomes with a focus on management systems and processes

The wording of other expected outcomes is clearly focused on the home’s internal management processes and systems. This is highlighted through the *explicit reference* to processes, systems or something the home does in the wording of the expected outcome. For example, expected outcome 1.2 Regulatory compliance requires that “the organisation’s management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards and guidelines”.

For these expected outcomes, the major outcome is that the home has appropriate processes in place, for example:

- information shows the processes and systems are clearly described and where this information is kept
- information shows they are implemented
- information is provided about the results achieved.

Systems and processes

What is a system?

A system is the set of interrelated processes and organisational factors that together create the environment, services and results for residents, including:

- residents and their individual needs and preferences
- suppliers of services and goods
- policies, procedures and practices
- staff roles, skills and responsibilities
- culture and style of the home
- mission, vision, values and plans of the home
- structure of the home and its environment

- legislative frameworks and regulations.

Assessment of systems and how they impact on a home's performance against the Accreditation Standards involves consideration of this complex mix of factors.

What is a process?

A process consists of steps, people and materials to get a particular job done. Processes create the results or products received by the residents/representatives and other stakeholders. As examples, providing medication and diversional therapy, providing meals and accommodation, and providing support to residents are all individual processes.

Demonstrating results

In order to demonstrate performance, it is necessary to consider the approach taken by the home to achieve the objectives of the expected outcome on a systematic and consistent basis.

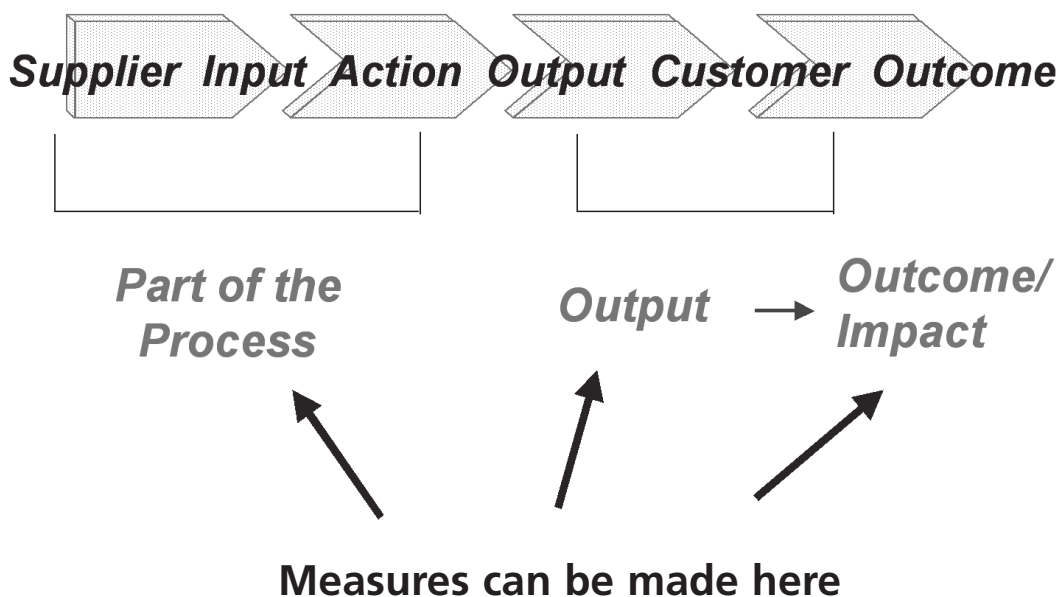
Assessment therefore involves a dual process of determining whether the home has met the expected outcome and also the extent to which this has been achieved as a result of the programs and activities implemented by the home. This latter point is important to indicate a strong and logical relationship between the home's activities and the consequent outcome or impact.

The process of determination gives equal importance to both results and processes. While results (where the expected outcome is results-focused) show compliance, processes ensure these results are achieved in a manner that gives confidence about the home's future performance.

Homes can measure results at various points in the lifespan of a program or activity. This means there may be different kinds of results at all three levels that is, process, output and outcome, as indicated in Figure 1.

Figure 1: Three measures around processes

Measuring processes and outcome



In many cases, as described in the preceding section, it is the **results** of the processes that are more relevant to the expected outcome, that is, the effectiveness of the systems and processes in delivering results for residents/representatives or other stakeholders.

An example is expected outcome 2.14 Mobility, dexterity and rehabilitation requires “optimum levels of mobility and dexterity are achieved for all residents”. This expected outcome is clearly more concerned with what is achieved for residents than with what process is followed.

The issue of effectiveness is the link between the processes and the results in relation to any expected outcome. Where the home has collected information and can use this to demonstrate results, effectiveness may be relatively easy to assess. Without this information, the home and the quality assessors will need other ways of assessing whether the processes described are effective.

It should be noted that processes do not always need to be formalised or documented in order for them to be effective.

Looking at outcomes or impact for the residents

Each residential aged care home has a range of activities and processes that produce services or products for residents. How these services and products impact on the residents provides information about the outcome of the service. Outcomes are the end point; they represent the impact the service has.

Measuring impact may involve the resident directly, for example, measuring resident satisfaction, resident level of pain, or resident assessment of care and services. Alternatively, it may involve measurement about the resident from a home or professional perspective, for example, measures of resident clinical health or wellbeing, nutritional status, physiotherapy/mobility assessments.

Using catering as an example, impact measures could relate to resident satisfaction or nutritional status. In terms of lifestyle issues, impact measures could include the residents' perception of the quality of various lifestyle programs and their overall sense of independence, activity and wellbeing, and how well the home meets their needs.

There is a variety of ways to gather this kind of information.³

Outputs from process

There is other information that homes and quality assessors may consider in relation to the home's processes and the expected outcomes. This can include measures which relate to the outputs of the process, that is, the product/s which are delivered to residents/representatives or other stakeholders.

In any process, say lifestyle programming, there will be things that must be right in order to get a good outcome. In this example, it may be that the program is varied, the activities relate to identified needs, the activities happen as scheduled and residents are able to attend. That is, if those things are done well, the impact for the resident should be positive (a good outcome). So a home may decide there are useful measures to be found, say:

- the percentage of times the activities are conducted as planned
- the number of residents who actually attend the programmed activities
- how well the activities are aligned with the identified requests.

These sorts of measures indicate whether the home is on track and whether it is achieving the results required.

³ *Audit handbook for assessors*

The processes themselves

Process measures evaluate how well a particular job is done. These measures are common, can be measured frequently and often form part of a quality assurance program. Process measures can tell the home, and the quality assessor, whether the process generally happens according to plan. These sorts of measures are less concerned with impact for residents and other results. Examples include:

- compliance with policies, procedures and protocols. This is very commonly measured through audits, for example:
 - residents' needs assessment procedures
 - medication procedures
 - cooking procedures and times
 - occupational health and safety procedures
- quality of inputs
- staff skills and competency assessments.

In the lifestyle example above, compliance with lifestyle needs assessment and care-planning procedures may be appropriate process measures.

It cannot be assumed that if processes are carried out as planned (or that process measures indicate this) the overall results for residents/representatives or other stakeholders will be positive in all cases. Process measures tell us whether the process is carried out as planned; results or outcome measures tell us whether the desired result and impact has been achieved.

SECTION 2: RE-VISITING THE EXPECTED OUTCOMES

The expected outcomes and the associated results and processes are presented in the following way for each expected outcome:

- the exact wording for the expected outcome
- the focus of the expected outcome
- the results and processes in relation to the expected outcome
- links to related expected outcomes.

The exact wording for the expected outcome

This is transcribed directly from the *Quality of Care Principles 1997*.

The focus of the expected outcome

This indicates whether the focus of the individual expected outcome is primarily on:

- results that must be achieved for the resident, or
- other results that must be achieved, or
- the internal systems and processes of the home.

The results and processes in relation to the expected outcome

This section describes those things that a home might undertake and be able to demonstrate in relation to the expected outcome. This has been presented in two sections:

- results in relation to the expected outcome
- details about the processes a home might employ.

Links to related expected outcomes

Many processes interrelate in the management of a residential aged care home and the delivery of care and lifestyle services to residents. Because of this, many expected outcomes relate to other expected outcomes within the same, and in different, Accreditation Standards. These related expected outcomes are noted at the end of each section. This is intended to serve as a prompt for thought and cross-checking, and not as an exhaustive list of possible relationships.

Standard One

Management systems, staffing and organisational development

Intention:

This standard is intended to enhance the quality of performance under all Accreditation Standards, and should not be regarded as an end in itself. It provides opportunities for improvement in all aspects of service delivery and is pivotal to the achievement of overall quality.

Principle:

Within the philosophy and level of care offered in the residential care service, management systems are responsive to the needs of residents, their representatives, staff and stakeholders, and the changing environment in which the service operates.

Expected outcome 1.1 Continuous improvement

This expected outcome requires that:

The organisation actively pursues continuous improvement.

The focus of this expected outcome is 'results'.

Results

- There are recent examples of improvement activities related to the systematic evaluation of, and feedback from, the services the home provides.
- Management demonstrates that results show improvements across the Accreditation Standards and in particular in management systems, staffing and organisational development. This includes responsiveness to the needs of residents/representatives and other stakeholders.
- Staff and residents are encouraged to contribute to the home's pursuit of continuous improvement, across the Standards, in particular in relation to Standard One.

Note: *A home need not demonstrate improvement in each expected outcome but should be able to show that performance in each expected outcome is understood and monitored.*

Processes

Consider:

- Does the home have a framework that assists it to actively pursue continuous improvement throughout the Standards, and in particular in this Standard? For example, this should include:
 - a self-assessment approach/method of measuring and reviewing performance in a regular fashion which includes data relating directly to residents
 - performance information relative to the Accreditation Standards, especially to Standard One
 - identification of improvement opportunities from this and other information
 - identification of key objectives of improvement activities
 - use of monitoring mechanisms which includes baseline information, outputs and key milestones/interim indicators
 - identification of improvement outcomes and their impact on key stakeholders (residents/representatives, relatives and staff amongst others)
 - provision of support mechanisms to ensure key stakeholders have active involvement in maximising outcomes, such as information to residents/representatives and specific training for staff
 - review and follow-up, including information and data gathering on their performance
 - methods to input lessons learnt to amend or adapt programs of improvement.
- Is the home's framework used in a cyclical fashion, that is, follows the 'plan, do, check, act' cycle?
- Do improvements include genuine process improvement activity, as opposed to routine maintenance activity?
- Is there a link between resident needs and preferences, resident/representative feedback, and the home's continuous improvement activities?
- Do staff have input into the home's continuous improvement activities?

Links to related expected outcomes

- *Expected outcomes 2.1, 3.1 and 4.1 Continuous improvement*

The home may have an overarching quality management/improvement system that relates to all Accreditation Standards and encompasses continuous improvement in all expected outcomes. Due to the intention of Standard One, these continuous improvement processes would therefore largely be considered in expected outcome 1.1 Continuous improvement. The focus on results of improvement activities relating to Standard One would also be expected to be assessed under 1.1 Continuous improvement.

- *Expected outcome 1.4 Comments and complaints*

Information from the comments and complaints system would be expected to link to the home's improvement systems.

- *All other expected outcomes of Standard One*

Performance in all expected outcomes should be monitored and, where appropriate, improved. Hence, the systems referred to in expected outcome 1.1 Continuous improvement may be active in improving performance across all other expected outcomes of Standard One, and major non-compliance in this, or other Standards may indicate gaps in the continuous improvement system of the home.

Expected outcome 1.2 Regulatory compliance

This expected outcome requires that:

The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards and guidelines.

The focus of this expected outcome is 'processes and systems'.

Results

- The home has a system for identifying relevant legislation, regulations and guidelines, and for monitoring compliance with these in relation to the Accreditation Standards, and specifically in Standard One.
- Management demonstrates the effectiveness of the system through examples of changes which have been recently implemented in any Accreditation Standard, and specifically in Standard One.
- Management demonstrates its compliance with other legislation and regulations, including through other regulatory authority reports or independent expert reports in relation to the Accreditation Standards, and specifically in Standard One.

Processes

Consider:

- How does the home identify all relevant legislation, regulations, professional standards and guidelines that it must comply with, relevant to Standard One? Do particular staff have clear responsibility for ensuring regulatory compliance?
- How is information made available to staff and others so that practices conform to legislative and regulatory requirements (for example, in procedures)?
- How does the home monitor such compliance?
- Are service policies and procedures developed or modified as appropriate to ensure alignment?
- Does the home take action where it finds there is non-compliance with legislative and regulatory requirements?

Note: *Quality assessors assess compliance against the Accreditation Standards, but are not in a position to assess compliance against other legislative frameworks. Rather, it is their role to assess that the home itself undertakes this task.*

Links to related expected outcomes

- *Expected outcomes 2.2, 3.2 and 4.2 Regulatory compliance*

The home may have an overarching system used to identify and monitor compliance with relevant legislation, regulatory requirements, professional standards and guidelines in relation to all Accreditation Standards. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.2 Regulatory compliance. However, the focus of results of regulatory compliance within Standard One would also be expected to be assessed under 1.2 Regulatory compliance.

- *Expected outcome 1.6 Human resource management*

Homes should be able to demonstrate how they monitor the professional registrations of staff to ensure tasks are carried out by qualified individuals. Homes should also be able to demonstrate how they ensure all staff have passed criminal records checks in accordance with requirements as set out in the *Accountability Principles 1998* and *Records Principles 1997*.

- *All other expected outcomes of Standard One*

Compliance with all relevant legislation, regulatory requirements, professional standards and guidelines in relation to management systems, staffing and organisational development should be monitored by the home. Hence, major non-compliance in this, or other Standards may indicate gaps in the regulatory systems of the home.

Expected outcome 1.3 Education and staff development

This expected outcome requires that:

Management and staff have appropriate knowledge and skills to perform their roles effectively.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates staff have the knowledge and skills required for effective performance in relation to the Accreditation Standards, and in particular, in relation to management systems, staffing and organisational development.
- The performance of the home against other expected outcomes of the Accreditation Standards and in particular in Standard One is of a high level.

Processes

Consider:

- Are competencies (knowledge, skills) set out where appropriate in relation to all Accreditation Standards, in particular in relation to Standard One?
- Do staff selection criteria and recruitment processes incorporate required skills and knowledge?
- How does the home satisfy itself that staff and management of all disciplines and shifts have the required knowledge and skills? For instance:
 - How does management encourage staff to take personal responsibility for their professional development?
 - How does management provide information to support the education of staff?
 - How does management monitor the ongoing skills and knowledge needs of its staff?
- How are education and training needs planned in relation to the Accreditation Standards and in particular in Standard One?
- How is education planned and provided relevant to Standard One, for example, board of governance, responsibilities under the *Aged Care Act 1997*, comments and complaints processes, human resource management, and maintenance and equipment?
- Are sufficient facilities (including location, time and written resources as necessary) available to ensure effectiveness of education sessions?
- Does the home consider the effectiveness of each session (may include form of training, time of training, level of participation, satisfaction, etc)?

Links to related expected outcomes

- *Expected outcomes 2.3, 3.3 and 4.3 Education and staff development*

The home may have an overarching education and staff development system that relates to all Accreditation Standards and encompasses all expected outcomes. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.3 Education and staff development. However, the focus on knowledge and skills relating to Standard One would also be expected to be assessed under 1.3 Education and staff development.

- *Expected outcome 1.6 Human resource management*

Homes are required under this expected outcome to demonstrate “there are appropriately skilled and qualified staff...”

- *All other expected outcomes of Standard One*

The skills and knowledge of management and staff should be monitored in relation to all roles. Hence, major non-compliance in this, or other Standards may indicate gaps in the education and staff development systems of the home.

Expected outcome 1.4 Comments and complaints

This expected outcome requires that:

Each resident (or his or her representative) and other interested parties have access to internal and external complaints mechanisms.

The focus of this expected outcome is **'results for residents'**.

Results

- The home has a complaints mechanism that is accessible to residents/representatives and other interested parties which also makes available external complaints mechanisms.
- All residents/representatives and others report they are aware of internal and external complaints processes and how to use them.
- Residents/representatives and others are satisfied they have access to the complaints processes.
- Management demonstrates it can measure the effectiveness of the complaints mechanism.

Processes

Consider:

- How does the home inform residents, representatives and others about their access to internal and external complaints mechanisms (for example, brochures, resident handbooks, advocates, posters, one-on-one discussions, meetings)? Consideration should be given to:
 - from non-English speaking backgrounds
 - with special needs
 - with cognitive or communication difficulties
 - with limited dexterity
 - with limited mobility and therefore impaired access to forms, suggestion boxes, etc
 - who are unable to attend the home due to distance (representatives, etc).
- Can staff of the home provide information to residents/representatives about the way to make a comment or complaint?
- Do residents, representatives and other interested parties indicate familiarity and access to the comments and complaints mechanisms including access which:
 - ensures confidentiality and anonymity where necessary or desired
 - ensures evaluation and discussion of the resolution with the complainant
 - prevents retribution?
- How does the home manage complaints when received in writing or verbally?
- How does the home maintain resident privacy and confidentiality throughout the complaint process?
- How does the home review the effectiveness of its complaints mechanisms in providing access for residents, representatives and others, including those with cognitive or communication difficulties or special needs?
- How does information regarding complaints (for example, through trend analysis) flow into the continuous improvement system?

Links to related expected outcomes

- *Expected outcomes 1.1, 2.1, 3.1 and 4.1 Continuous improvement*

It is expected that comments and complaints would be fed, where appropriate, into the home's continuous improvement system. That is, that the comments and complaints system may be one avenue of identifying improvement opportunities. These expected outcomes test the system for dealing with comments and complaints. This might involve:

- collating and analysing comments and complaints
- review of complaint resolution
- communication with the complainant regarding the complaint and the outcomes
- monitoring the effectiveness of any changes arising.

- *Expected outcome 3.9 Choice and decision-making*

This expected outcome requires that "each resident (or his or her representative) participates in decisions about the services the resident receives, and is enabled to exercise choice and control over his or her lifestyle while not infringing on the rights of other people".

- *All other expected outcomes*

Comments and complaints would be one source of information that would drive improvement in any of the expected outcomes of the Accreditation Standards. Therefore, any complaint in one or more expected outcomes may indicate non-compliance depending on the nature of the issue/s. Elements of expected outcome 1.4 Comments and complaints are also encompassed in the Charter of residents' rights and responsibilities.⁴

⁴ *User Rights Principles 1997 Schedule 1*

Expected outcome 1.5 Planning and leadership

This expected outcome requires that:

The organisation has documented the residential care service's vision, values, philosophy, objectives and commitment to quality throughout the service.

The focus of this expected outcome is 'results'.

Results

- Management has documented the home's vision, values, philosophy and objectives.
- Management has documented the home's commitment to quality throughout the home.

Processes

Consider:

- How does the home ensure the home's vision, values, philosophy, objectives and commitment to quality are documented in relation to:
 - resident-only information (for example, handbooks, orientation information, etc)
 - staff-only information (for example, handbooks, orientation information, policies and procedures, etc)
 - information for stakeholders in general (for example, on display in the home, in brochures, etc)?

Expected outcome 1.6 Human resource management

This expected outcome requires that:

There are appropriately skilled and qualified staff sufficient to ensure that services are delivered in accordance with these standards and the residential care service's philosophy and objectives.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates the numbers and types of staff are appropriate to ensure that services are delivered in accordance with the Accreditation Standards and the home's philosophy and objectives.
- Management demonstrates it has a system to ensure that identified types and numbers of staff are maintained at all times, including replacements for leave and absentees.
- Management and staff confirm the adequacy of the number and skills of staff at the home. Residents and representatives are satisfied with the responsiveness of staff and adequacy of care.
- Management has a mechanism to review staff numbers and skill mixes in relation to changes in the mix of resident needs and preferences.

Processes

Consider:

- How does the home monitor the ongoing staffing levels and skill mixes for all shifts? For example, does this process take into account:
 - identification of the services required
 - any specialist services to be delivered in clinical and non-clinical areas
 - supervision requirements
 - workload considerations including rostering and relief staff requirements
 - identification of trends (complaints, incidents, etc)
 - building layout?
- How does the home ensure adequate coverage of all positions at all relevant times including during staff absentees?
- How does the home recruit staff to reflect the identified skills and qualifications for staff?
- How does the home monitor the qualifications of staff?
- How does the home ensure that new or temporary staff are able to fulfil the requirements of their roles?
- How does the home communicate with staff the requirements of their individual positions, including any relevant processes of the home?
- How does the home monitor and maintain the skills of staff?

Links to related expected outcomes

- *Expected outcomes 1.2, 2.2, 3.2 and 4.2 Regulatory compliance*

Staff qualifications are the subject of other legislation, regulatory requirements, professional standards and guidelines.

- *Expected outcomes 1.3, 2.3, 3.3 and 4.3 Education and staff development*

The development and maintenance of appropriate staff skills and knowledge are addressed in the third expected outcome of each Standard.

- *Expected outcome 2.5 Specialised nursing care needs*

This expected outcome requires that “residents' specialised nursing care needs are identified and met by appropriately qualified nursing staff”.

- *All other expected outcomes*

The sufficiency and appropriateness of staffing at the home in all expected outcomes impacts on the performance of the home. Therefore, non-compliance in one or many expected outcomes may indicate gaps in the home’s human resource management systems.

Expected outcome 1.7 Inventory and equipment

This expected outcome requires that:

Stocks of appropriate goods and equipment for quality service delivery are available.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates it has suitable goods and equipment appropriate for the delivery of services.
- Residents/representatives confirm that appropriate goods and equipment are provided by the home and are available for the delivery of services to meet their needs.
- The home has evidence of the safety, working order and useability of appropriate goods and equipment.

Processes

Consider:

- How does the home assess what goods and equipment residents, management and staff need for quality service delivery? Where appropriate, this involves consultation with relevant stakeholders. This would include goods and equipment for:
 - routine and specialised health and personal care
 - resident lifestyle
 - catering
 - housekeeping and cleaning
 - maintenance processes
 - emergency and risk management (for example, resident and staff safety)
 - other management systems of the home.
- How does the home maintain adequate stocks of goods and equipment?
- How does the home ensure the effectiveness of the home's storage and ordering processes including consideration of the need for rotation and replacement of goods on expiry?
- How does the home review and maintain stocks of goods and equipment, for example:
 - How is equipment monitored to ensure it remains appropriate for quality service delivery?
 - How are stock levels monitored to ensure sufficient levels are available?
 - How are inappropriate or unsuitable goods and equipment repaired or replaced?
- How does the home ensure the suitability of new equipment, including staff understanding and skills for appropriate use?

Links to related expected outcomes

- *Expected outcomes 1.2, 2.2, 3.2 and 4.2 Regulatory compliance*

Certain stocks, for example, medical supplies and chemicals and their handling are the subject of other legislation, regulatory requirements, professional standards and guidelines.

- *Expected outcomes 1.3, 2.3, 3.3 and 4.3 Education and staff development*

It is expected that where appropriate, staff are suitably trained in the proper and safe use and storage of equipment and goods.

- *Expected outcome 1.9 External services*

Where inventory and equipment is supplied or maintained by external services, the systems demonstrated in expected outcome 1.9 External services may have an impact on this expected outcome.

- *All other expected outcomes*

Individual expected outcomes may identify equipment and goods required for the residents' health and personal care, lifestyle and environmental needs and preferences. They may also identify equipment and goods required for the routine operation of the home and its management systems. Therefore, non-compliance in one or many expected outcomes may indicate gaps inventory and equipment systems of the home.

Expected outcome 1.8 Information systems

This expected outcome requires that:

Effective information management systems are in place.

The focus of this expected outcome is 'results'.

Results

- All stakeholders as appropriate have access to current information on the processes and general activities and events of the home.
- Management and staff have access to accurate and appropriate information to help them perform their roles including in relation to management systems, health and personal care, resident lifestyle, and the maintenance of a safe environment.
- Residents/representatives have access to information appropriate to their needs to assist them make decisions about residents' care and lifestyle.
- Information is stored appropriately for its purpose and in accordance with any legislative requirements. Information is retrievable in a timely manner suitable for its use. Confidential material is stored securely.

Processes

Consider:

- How does the home ensure residents, representatives and other stakeholders are aware of specific information relevant to them, as well as the general activities and events of the home?
- How does the home identify and use key information and measures required to meet the needs of stakeholders of the home? Key information should be:
 - routinely collected and recorded
 - made accessible to designated staff
 - developed to meet reporting requirements of the home
 - kept confidential where appropriate, including secure storage.
- Are the home's procedures for the storage and management of information effective? This should include:
 - the maintenance of security and confidentiality
 - the appropriate archiving of information
 - the appropriate destruction of documentation
 - back-up of computerised information.
- How does management communicate processes to staff to ensure they are able to collect, access, analyse and use the information as needed?
- How does the home review its information management system? This includes:
 - review of guidelines such as policies and procedures
 - review of the information needs of the staff, management, residents/representatives and other stakeholders
 - review of staff practices
 - review of effectiveness.

Links to related expected outcomes

- *Expected outcomes 1.1, 2.1, 3.1 and 4.1 Continuous improvement and expected outcome 1.4 Comments and complaints*

The use of information to identify and drive improvement would be linked to the expected outcomes via the home's systems and processes for improvement.

- *Expected outcomes 1.3, 2.3, 3.3 and 4.3 Education and staff development*

In order for staff to perform their roles effectively, they should have knowledge and information relating to the home's current processes.

- *All other expected outcomes*

The effectiveness of information management systems in all expected outcomes impacts on the performance of the home. Therefore, non-compliance in one or many expected outcomes may indicate gaps in the home's information systems.

Expected outcome 1.9 External services

This expected outcome requires that:

All externally sourced services are provided in a way that meets the residential care service's needs and service quality goals.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates external services are provided at a standard that meets the home's needs and quality goals.
- Residents/representatives and staff confirm where appropriate their satisfaction with externally-sourced services.
- The home's performance against related expected outcomes indicates a satisfactory standard of service by external providers.

Processes

Consider:

- How does the home identify those services to be provided by external providers?
- How does the home specify such external services (in writing or otherwise)?
- How does the home specify the level of quality of the external services to be provided (in writing or otherwise)?
- How is performance against the specified services and quality routinely evaluated and how are deficiencies addressed?
- How does the home review the services required from, and the quality goals for, external service providers in response to the changes in the residential care home's needs?

Links to related expected outcomes

- *All other expected outcomes*

The performance of any expected outcome which utilises external services (such as suppliers or maintenance, staffing, health or hospitality services) is affected by the standard of that external service. Therefore, non-compliance in one or many expected outcomes may indicate gaps in the home's systems of external service provision.

Standard Two

Health and personal care

Principle:

Residents' physical and mental health will be promoted and achieved at the optimum level in partnership between each resident (or his or her representative) and the health care team.

Expected outcome 2.1 Continuous improvement

This expected outcome requires that:

The organisation actively pursues continuous improvement.

The focus of this expected outcome is 'results'.

Results

- There are recent examples of improvement activities related to the systematic evaluation of, and feedback from, the services the home provides.
- Management demonstrates that results show improvements in health and personal care. This includes responsiveness to the needs of residents/representatives and other stakeholders.
- Staff and residents are encouraged to contribute to the home's pursuit of continuous improvement in relation to Standard Two.

Note: *A home need not demonstrate improvement in each expected outcome but should be able to show that performance in each expected outcome is understood and monitored.*

Processes

Consider:

- Does the home have a framework that assists it to actively pursue continuous improvement in this Standard? For example, this should include:
 - a self-assessment approach/method of measuring and reviewing performance in a regular fashion which includes data relating directly to residents (incident data, satisfaction rates, etc)
 - performance information relative to Standard Two
 - identification of improvement opportunities from this and other information
 - identification of key objectives of improvement activities
 - use of monitoring mechanisms which includes baseline information, outputs and key milestones/interim indicators
 - identification of improvement outcomes and their impact on key stakeholders (residents/representatives, relatives and staff amongst others)
 - provision of support mechanisms to ensure key stakeholders have active involvement in maximising outcomes, such as information to residents/representatives and specific training for staff
 - review and follow-up, including information and data gathering on their performance
 - methods to input lessons learnt to amend or adapt programs of improvement.
- Is the home's framework used in a cyclical fashion, that is, follows the 'plan, do, check, act' cycle?
- Do improvements include genuine process improvement activity, as opposed to routine maintenance activity?
- Is there a link between resident needs and preferences, resident/representative feedback, and the home's continuous improvement activities?
- Do staff have input into the home's continuous improvement activities?

Links to related expected outcomes

- *Expected outcomes 1.1, 3.1 and 4.1 Continuous improvement*

The home may have an overarching quality management/improvement system that relates to all Accreditation Standards and encompasses continuous improvement in all expected outcomes. Due to the intention of Standard One, these continuous improvement processes would therefore largely be considered in expected outcome 1.1 Continuous improvement. However, the focus on results of improvement activities relating to Standard Two would be expected to be assessed under 2.1 Continuous improvement.

- *All expected outcomes of Standard Two*

Performance in all expected outcomes should be monitored and, where appropriate, improved. Hence, the systems referred to in expected outcome 2.1 Continuous improvement may be active in improving performance across all other expected outcomes of Standard Two, and major non-compliance in this Standard may indicate gaps in the continuous improvement systems relating to health and personal care.

Expected outcome 2.2 Regulatory compliance

This expected outcome requires that:

The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards, and guidelines, about health and personal care.

The focus of this expected outcome is 'processes and systems'.

Results

- The home has a system for identifying relevant legislation, regulations and guidelines, and for monitoring compliance with these in relation to Standard Two.
- Management demonstrates the effectiveness of the system through examples of changes which have been recently implemented in relation to Standard Two.
- Management demonstrates its compliance with other legislation and regulations, including through other regulatory authority reports or independent expert reports in relation to Standard Two.

Processes

Consider:

- How does the home identify all relevant legislation, regulations, professional standards and guidelines that it must comply with, relevant to Standard Two? Do particular staff have clear responsibility for ensuring regulatory compliance?
- How is information made available to staff and others so that practices conform to legislative and regulatory requirements (for example, in procedures)?
- How does the home monitor such compliance?
- Are service policies and procedures developed or modified as appropriate to ensure alignment?
- Does the home take action where it finds there is non-compliance with legislative and regulatory requirements?

Note: *Quality assessors assess compliance against the Accreditation Standards but are not in a position to assess compliance against other legislative frameworks. Rather, it is their role to assess that the home itself undertakes this task.*

Links to related expected outcomes

- *Expected outcomes 1.2, 3.2 and 4.2 Regulatory compliance*

The home may have an overarching system used to identify and monitor compliance with relevant legislation, regulatory requirements, professional standards and guidelines in relation to all Accreditation Standards. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.2 Regulatory compliance. However, the focus of results of regulatory compliance within Standard Two would be expected to be assessed under 2.2 Regulatory compliance.

- *Expected outcomes 2.4 Clinical care and 2.5 Specialised nursing care needs*

Specific care planning activities and care tasks must be carried out by a qualified person as per the *Quality of Care Principles 1997*.

- *Expected outcome 2.7 Medication management*

There are various laws and guidelines which govern medication management practices. Whilst assessors do not assess compliance with such requirements, the home should be able to demonstrate how its processes are in accordance with relevant protocols and are hence 'correct'.

- *All other expected outcomes of Standard Two*

Compliance with all relevant legislation, regulatory requirements, professional standards and guidelines in relation to health and personal care should be monitored by the home. Hence, major non-compliance in this Standard may indicate gaps in the regulatory compliance systems of the home.

Expected outcome 2.3 Education and staff development

This expected outcome requires that:

Management and staff have appropriate knowledge and skills to perform their roles effectively.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates staff have the knowledge and skills required for effective performance in relation to health and personal care.
- The performance of the home against other expected outcomes in Standard Two is of a high level.

Processes

Consider:

- Are competencies (knowledge, skills) set out where appropriate in relation to Standard Two?
- Do staff selection criteria and recruitment processes incorporate required skills and knowledge?
- How does the home satisfy itself that staff and management of all relevant disciplines have the required knowledge and skills in relation to Standard Two? For instance:
 - How does management encourage staff to take personal responsibility for their professional development?
 - How does management provide information to support the education of staff?
 - How does management monitor the ongoing skills and knowledge needs of its staff?
- How are education and training needs planned in relation to Standard Two?
- How is education planned and provided relevant to Standard Two, for example, nursing and personal care, medication management, palliative care, and behavioural management?
- Are sufficient facilities (including location, time and written resources as necessary) available to ensure effectiveness of education sessions?
- Does the home consider the effectiveness of each session (may include form of training, time of training, level of participation, satisfaction, etc)?

Links to related expected outcomes

- *Expected outcomes 1.3, 3.3 and 4.3 Education and staff development*

The home may have an overarching education and staff development system that relates to all Accreditation Standards and encompasses all expected outcomes. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.3 Education and staff development. However, the focus on knowledge of skills relating to Standard Two would also be expected to be assessed under 2.3 Education and staff development.

- *Expected outcome 1.6 Human resource management*

Homes are required under this expected outcome to demonstrate "there are appropriately skilled and qualified staff..."

- *All other expected outcomes of Standard Two*

The skills and knowledge of management and staff should be monitored in relation to all roles. Hence, major non-compliance in this Standard may indicate gaps in the education and staff development systems of the home relating to health and personal care.

Expected outcome 2.4 Clinical care

This expected outcome requires that:

Residents receive appropriate clinical care.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates residents receive the care which is appropriate to their needs and preferences.
- Residents/representatives confirm the appropriateness of the care residents receive according to their needs and preferences.
- The performance of the home corresponds with the achievement of other expected outcomes in Standard Two.

Processes

Consider:

- How does the home ensure regular assessments of the residents' clinical care needs are conducted and documented by appropriate staff? This should include:
 - consultation with residents/representatives and others (medical and health professionals) about the residents' care needs and preferences
 - assessment at admission and at regular stages during the residents' stay
 - review of the care currently given and its effectiveness in meeting residents' needs and preferences.
- How are care plans documented and care requirements communicated to the relevant staff?
Do care plans:
 - reflect the assessment and consultation described above
 - describe residents' specific needs and preferences
 - include any prescription or instructions by medical and health professionals
 - include any strategies for referrals to other health specialists
 - provide the required guidance to all appropriate staff (for example, accessible and easy to understand)
 - include validated risk assessment tools?
- Does adequate communication between the home and external health professionals relating to each resident's individual care needs occur such as during hospital transfers and discharges?
- Is clinical care delivered by staff consistent with the care plan?
- Does the home regularly evaluate, monitor and review the clinical care delivered? Are:
 - staff practices monitored and practices improved where necessary
 - ongoing residents' clinical care needs and preferences identified including through more frequent monitoring as necessary
 - residents' clinical care incidents documented and appropriately addressed (for example, skin tears, falls, infections)
 - residents' clinical problems addressed and reviewed by appropriate medical and health professionals?

Links to related expected outcomes

- *Expected outcome 2.1 Continuous improvement*

Use of information such as incidents, falls, skin tears and aggressive behaviours of residents may be used by the home to identify opportunities for improvement in relation to health and personal care.

- *Other expected outcomes of Standard Two*

Performance in all expected outcomes relating to health and personal care should be monitored and reflect that appropriate clinical care is being provided to residents. Therefore, non-compliance in one or many expected outcomes may indicate gaps with the home's clinical care systems.

- *Expected outcomes 3.6 Privacy and dignity and 3.9 Choice and decision-making, and other expected outcomes of Standard Three*

The provision of clinical care would be expected to be provided in consideration of residents' preferences, their rights to privacy and dignity, and other rights as specified in Standard Three. Aspects of expected outcome 2.4 Clinical care are also encompassed in the Charter of residents' rights and responsibilities.⁵

⁵ *User Rights Principles 1997 Schedule 1*

Expected outcome 2.5 Specialised nursing care needs

This expected outcome requires that:

Residents' specialised nursing care needs are identified and met by appropriately qualified nursing staff.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates residents' specialised nursing care needs are identified and met by appropriately qualified staff.
- Assessed needs for specialised nursing care are met in the prescribed manner pertaining to clinical requirements.
- Residents/representatives confirm the appropriateness of the specialised care residents receive according to needs and preferences.

Processes

Consider:

- How does the home ensure regular assessments of each resident's specialised nursing care needs are conducted and documented by appropriately qualified nursing staff? For example, how does the home ensure:
 - consultation with residents/representatives and others (medical and health professionals) about residents' specialised nursing care needs and preferences
 - initial assessments are conducted by a registered nurse or other suitably qualified person
 - ongoing assessments are conducted including as residents' needs change
 - assessment of the specialised care currently given and its effectiveness in meeting residents' needs and preferences?
- Are specialised nursing care plans documented as needed, and do they:
 - reflect the assessment and consultation described above
 - describe the resident's specific needs and preferences
 - include any prescription or instructions by medical and health professionals
 - include strategies for referrals to health specialists?
- Are specific nursing care plans accessible to all appropriate staff and easy-to-understand?
- Is specialised nursing care delivered consistent with the specialised nursing care plan by appropriately qualified nursing staff? This includes:
 - Nursing staff have appropriate qualifications relative to the tasks they perform.
 - Nursing staff have the ability to undertake assessments, develop plans, deliver care, identify problems and undertake evaluations and reviews.
- How does the home regularly evaluate and review the specialised nursing care delivered to determine its effectiveness in meeting each resident's needs? For example, are:
 - staff practices monitored
 - residents' ongoing specialised nursing care needs and preferences identified

- residents' specialised nursing care incidents documented and appropriately addressed
- residents' clinical problems addressed and reviewed by appropriate medical and health professionals?

Links to related expected outcomes

- Expected outcome 1.6 Human resource management
This expected outcome requires "there are appropriately skilled and qualified staff..."
- Expected outcomes of Standard Two
Various expected outcomes relating to health and personal care may involve the provision of specialised nursing care. Therefore, non-compliance in one or many expected outcomes in Standard Two may indicate gaps in the home's systems for meeting the specialised nursing care needs of residents.

Detail on specialised nursing care needs

Specialised nursing care needs must be met by qualified nursing staff for any resident with high level nursing care needs. This also applies to residents in what were traditionally 'low care' homes who have high care needs:

3.8 Nursing services⁶

Initial and on-going assessment, planning and management of care for residents, carried out by a registered nurse.

Nursing services carried out by a registered nurse, or other professional appropriate to the service (eg medical practitioner, stoma therapist, speech pathologist, physiotherapist or qualified practitioner from a palliative care team).

Services may include, but are not limited to, the following:

- (a) establishment and supervision of a complex pain management or palliative care program, including monitoring and managing any side effects
- (b) insertion, care and maintenance of tubes, including intravenous and naso-gastric tubes
- (c) establishing and reviewing a catheter care program, including the insertion, removal and replacement of catheters
- (d) establishing and reviewing a stoma care program
- (e) complex wound management
- (f) insertion of suppositories
- (g) risk management procedures relating to acute or chronic infectious conditions
- (h) special feeding for care recipients with dysphagia (difficulty with swallowing)
- (i) suctioning of airways
- (j) tracheostomy care
- (k) enema administration
- (l) oxygen therapy requiring ongoing supervision because of a care recipient's variable need
- (m) dialysis treatment.

⁶ *Quality of Care Principles 1997 Schedule 1, Part 3*

Expected outcome 2.6 Other health and related services

This expected outcome requires that:

Residents are referred to appropriate health specialists in accordance with the resident's needs and preferences.

The focus of this expected outcome is 'results for residents'.

Results

- Referrals are arranged for appropriate health specialists in accordance with assessed needs and preferences.
- Management can demonstrate residents are referred to specialists as needed and preferred.
- Residents/representatives confirm that residents are referred to appropriate specialists as needed and preferred.

Processes

Consider:

- How does the home ensure regular assessments of each resident's needs and preferences for referral to health specialists (for example, physiotherapists, occupational therapists, diversional therapists, podiatrists) are conducted and communicated? Does this include:
 - consultation with residents/representatives and others (medical and health professionals) about the resident's needs and preferences
 - assessments during admission and at regular stages during the resident's stay
 - mechanisms for urgent referrals and provisions to reduce waiting times for service
 - accessibility of information about health professionals, treatment alternatives and complementary therapies for staff, residents/representatives to make informed choices?
- Are referrals planned, documented and consistent with the assessed needs and preferences?
- How are residents' needs and preferences communicated to health specialists?
- Following assessment, does the home maintain a written summary to be provided to the referrer and retained in the resident's file? Does this summarise the case and the individual's needs, with recommendations for management and an intervention plan?

Links to related expected outcomes

- *Expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve referral to other health and related services. Therefore, non-compliance in one or many expected outcomes in Standard Two may indicate gaps in the home's referral systems.

Expected outcome 2.7 Medication management

This expected outcome requires that:

Residents' medication is managed safely and correctly.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates residents' medication is managed safely and correctly.
- Management can demonstrate staff compliance with the medication management system.
- Management can demonstrate the medication management system is safe, according to relevant legislation, regulatory requirements, professional standards and guidelines.
- Residents/representatives confirm they are satisfied that medication is managed safely and correctly.

Processes

Consider:

- Are policies and procedures documented and made available to staff?
- How are staff practices developed and monitored to ensure understanding and compliance with processes and procedures? For example, are quality assurance audits conducted and reviewed, and does supervision of staff exist?
- How does the home ensure regular evaluation and review of residents' medication needs and preferences, undertaken by a pharmacist or medical officer? For example, does this include consideration of:
 - allergies
 - each resident's cognitive ability
 - each resident's pain management needs
 - medication side effects?
- Is there proper recording and ordering of medication orders? For example, are:
 - orders current, legible, signed and dated, with the dose and time prescribed
 - urgent and out-of-hours orders catered for?
- Does the storage of medication include:
 - a level of security of medications appropriate for the medication and circumstances
 - refrigeration of medications as appropriate
 - dating of opened medications as appropriate (creams, ointments, etc)
 - correct and safe storage of medications for residents who self-administer?
- Does administration of medications to residents by staff include:
 - the correct identification of residents
 - ensuring residents receive the correct medication, in the correct dose via the correct route and at the correct time
 - assessment of the skills and knowledge of all staff administering medications?

- Does administration of medications by residents include:
 - assessment of the resident’s ability to self-administer
 - education for the resident to self-administer in a safe and correct manner
 - regular monitoring of the resident self-administering
 - consultation with residents/representatives and others (medical and health professionals) about the self-administration?
- How does the home ensure regular evaluation and review of the medication management system including:
 - processes for reviewing residents’ medications (including the use of PRN⁷, drug interactions, and the use of nurse-initiated medications as appropriate)
 - regular review/use of multidisciplinary teams where possible
 - medication ordering processes, including emergency supplies
 - correctness of medications against medication records and orders
 - medication administration processes including for residents who self-administer?
- How does the home ensure medication incidents are documented, reported and appropriately addressed?
- How does the home ensure appropriate disposal of medications including that of ceased, damaged and out-of-date medications?

Links to related expected outcomes

- *Expected outcome 2.1 Continuous improvement*

Medication management data (which may include prevalence of medication errors or use of psychotropic medications) may be used by the home to identify opportunities for improvement within the home in relation to medication management.
- *Expected outcome 2.2 Regulatory compliance*

There are various state and territory laws and guidelines which govern medication management practices. Whilst assessors do not assess compliance with such requirements, the home should be able to demonstrate how its processes are in accordance with relevant protocols and are hence ‘correct’.
- *Expected outcome 1.7 Inventory and equipment*

Problems with the ordering, storage and disposal of medications may indicate gaps in expected outcome 1.7 Inventory and equipment.
- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the administration of medication. Therefore, identification of gaps within these expected outcomes (for example, relating to pain management, continence management or sleep) may indicate subsequent gaps in the home’s systems relating to medication management.

⁷ *Pro Re Nata – as necessary or as required*

Expected outcome 2.8 Pain management

This expected outcome requires that:

All residents are as free as possible from pain.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its pain management approach ensures all residents are as free as possible from pain.
- Residents/representatives confirm they are satisfied with how residents' pain is managed.

Processes

Consider:

- How does the home ensure regular assessments of the needs and preferences regarding pain are conducted and documented for all residents including those with communication or cognitive deficits? This includes:
 - determining and documenting the pain type, source, intensity, frequency, pattern, location, duration, and precipitating and relieving factors of pain
 - conduct of skin, nutritional and general medical assessments to identify risk factors
 - consideration of when pain is worst
 - consideration of other physical aspects such as those pertaining to the musculoskeletal system and physical function in general
 - consideration of psychological function
 - review of medications, including current and previously-used prescription medication, over-the-counter medication and home remedies
 - pain control methods which have previously been effective
 - observation of nonverbal and behavioural signs of pain (for example, facial grimacing, withdrawal, guarding, rubbing, limping, shifting of position, aggression, depression, moaning, crying etc).
- How is pain management planning conducted, documented, communicated and linked with other care? For instance, does the home take into account residents at risk of experiencing pain and when this is likely to occur (for instance, residents receiving palliative care, residents who report pain after visits with family, etc)?
- Are alternative approaches to medication interventions explored where appropriate?
- Do plans:
 - take account of assessment and consultation
 - describe the resident's specific needs and preferences
 - include any prescription or instructions by medical and health professionals
 - give appropriate guidance to staff?

- Are pain management interventions delivered to the resident consistent with the planning?
- How does the home evaluate the effectiveness of each intervention each time it is administered including for residents with communication or cognitive deficits?
- How does the home regularly evaluate and review its pain management system to determine its effectiveness in meeting the needs of the residents? This includes:
 - staff access to information on the home’s pain management approaches
 - monitoring staff practices
 - consulting individual residents/representatives and others (medical and health professionals) about residents’ individual pain management needs and preferences, the strategies implemented and their effect.

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible for the management of pain, for example, heat packs, analgesia, aromatherapy, relaxation tapes.
- *Expected outcome 2.5 Specialised nursing care needs*

Complex pain management is considered a specialised nursing care need.
- *Expected outcome 2.7 Medication management*

It is expected that medication may be used to treat many forms of pain. However, the effectiveness and appropriateness of this intervention should be evaluated to ensure it is the most appropriate intervention.
- *Expected outcome 2.9 Palliative care*

Pain management would be expected to play a large part in the provision of care to most terminally ill residents.
- *Expected outcomes 2.13 Behavioural management and 3.4 Emotional support*

The presence of pain may indicate other factors such as those relating to the need for increased emotional support or management of challenging behaviours. This may also work vice versa whereby the presence of challenging behaviours and distress may indicate the presence of pain.
- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of pain. Likewise, the presence of pain may indicate gaps in other systems, for instance, in relation to continence management or the promotion of natural sleep patterns.

Expected outcome 2.9 Palliative care

This expected outcome requires that:

The comfort and dignity of terminally ill residents is maintained.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates practices of the home maintain the comfort and dignity of terminally ill residents.
- Residents/representatives confirm the home's practices maintain terminally-ill residents' comfort and dignity.

Processes

Consider:

- How does the home ensure palliative care assessments are conducted and communicated as part of an on-going documented assessment of the resident's health status? This includes:
 - consultation with residents/representatives and others (medical and health professionals) about palliative care needs and preferences including the resident's specific physical, emotional, cultural, and spiritual needs
 - consultation with family and friends regarding the care environment and their role in the resident's care
 - residents/representatives' terminal wishes are recorded and respected (this may include a living will).
- How are palliative care plans developed and communicated to the relevant staff as per the general care process? This should include:
 - development of a multidisciplinary approach, including complementary therapies as appropriate with effective referral mechanisms ensuring continuity of care
 - provision of emotional and spiritual support to residents, family and care-givers
 - specialised equipment, supplies and materials to aid the resident in the terminal stages of life.
- How does the home ensure palliative care is delivered consistent with the planning?
- How does the home regularly evaluate and review the palliative care system to determine its effectiveness in meeting the needs of residents. For example, are:
 - staff educated about the principles, objectives and practices of palliative care
 - staff practices monitored
 - individual residents/representatives and others (medical and health professionals) consulted about the resident's individual ongoing needs and how effectively they are being met?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that all appropriate equipment and supplies are accessible as and when required to aid the resident in the terminal stage of care.

- *Expected outcome 2.5 Specialised nursing care needs*
Palliative care may be considered a specialised nursing care need.
- *Expected outcome 2.8 Pain management*
Pain management would be expected to play a large part in the provision of care for most terminally ill residents.
- *Other expected outcomes of Standard Two*
Various expected outcomes relating to health and personal care are involved in the palliative care of a terminally ill resident. The focus of care for residents who are terminally ill may also change, for instance, oral and skin care may have a different focus, and processes or techniques may be employed by staff at the home to ensure this new focus is effective in maintaining the comfort and dignity of the resident.
- *Expected outcomes 3.4 Emotional support and 3.8 Cultural and spiritual life*
Additional emotional support and cultural and spiritual care may be required for some terminally ill residents.
- *Expected outcome 3.6 Privacy and dignity*
This expected outcome requires that “each resident’s right to privacy, dignity and confidentiality is recognised and respected”.

Expected outcome 2.10 Nutrition and hydration

This expected outcome requires that:

Residents receive adequate nourishment and hydration.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its residents receive adequate nutrition and hydration.
- Residents/representatives confirm they are satisfied with the home's approach to meeting residents' nutrition, hydration and associated support needs.

Processes

Consider:

- How does the home ensure regular assessments of each resident's nutrition and hydration needs are conducted and communicated as per the general care process? For example, does the home ensure the identification of the resident's specific needs and preferences which might include:
 - a systematic approach to assessing needs that involves appropriate professionals and a multidisciplinary approach
 - awareness of any cultural, religious and personal dietary preferences
 - identification of any food allergies
 - monitoring of general health and body weight
 - monitoring of fluid intake
 - monitoring of the effects of medication
 - monitoring of skin integrity, texture and hydration state
 - monitoring of swallowing difficulties
 - response to needs for assistance and assistive devices?
- How are nutrition and hydration plans developed and communicated to the relevant staff as per the general care process? For example:
 - Is there a multidisciplinary approach involving appropriate professionals as required?
 - Are oral dental health checks performed as necessary?
 - Are specific directions for feeding and assisting recorded?
 - Are texture and consistency of foods and fluids considered?
 - Is the form in which medication should be administered recorded?
 - Does specific communication with the kitchen and dining staff occur as appropriate?
- Are nutrition and hydration provided consistent with the planning? For example, does this include the provision of:
 - food and fluids of appropriate nutritional balance, texture, and volume
 - appropriate resources to assist residents' intake, for example, feeding devices (including PEGs⁸), staff assistance?

⁸ *Percutaneous endoscopic gastrostomy*

- How does the home regularly evaluate and review the management of nutrition and hydration to determine effectiveness in meeting the needs of the residents? For example:
 - Are results monitored?
 - Are staff practices monitored and improved as appropriate?
 - Is there regular consultation with residents/representatives and others (for example, medical officers, dieticians and speech pathologists) about nutrition and hydration needs and preferences, the strategies implemented and their effect?
 - Is the nutritional suitability of the diet and menu reviewed by appropriate specialists?

Links to related expected outcomes

- *Expected outcome 2.5 Specialised nursing care needs*

The insertion, care and maintenance of tubes including nasogastric tubes, as well as special feeding for care recipients with dysphagia are considered specialised nursing care needs.
- *Expected outcome 2.6 Other health and related services*

Homes should be able to demonstrate residents have been referred to doctors and appropriate health specialists as necessary in relation to, for example, swallowing difficulties, poor nutrition intake and poor dexterity which in turn hinders eating.
- *Expected outcome 2.15 Oral and dental care*

The oral and dental care of residents may affect their ability to receive adequate nourishment and hydration.
- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of residents' nutrition and hydration. Likewise, malnutrition or dehydration may indicate gaps in other systems, for instance, in relation to skin care. The use of meals to stimulate the senses should also be considered by the home.
- *Expected outcomes of Standard Three*

Various expected outcomes relating to resident lifestyle may affect the nutrition and hydration of residents, for instance, cultural and other preferences of residents should be considered, as should the provision of meals in a dignified manner which promotes residents' independence.
- *Expected outcome 4.8 Catering, cleaning and laundry services*

This expected outcome requires that "Hospitality services are provided in a way that enhances residents' quality of life and the staff's working environment".

Expected outcome 2.11 Skin care

This expected outcome requires that:

Residents' skin integrity is consistent with their general health.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its practices maintain residents' skin integrity consistent with their general health.
- Residents/representatives confirm they are satisfied with the care provided in relation to residents' skin integrity.

Processes

Consider:

- How does the home ensure regular assessments of skin integrity are conducted and communicated as per the general care process? For example, is there:
 - identification of residents at risk of impairment to skin integrity, such as residents with diabetes, mobility problems, medications, amputations
 - identification of residents' specific needs and preferences, including wound management, nail and hair care?
- How are skin care plans developed and conducted as per the general care process and communicated to relevant persons? For example, are there:
 - specific directions for maintaining and improving skin integrity, for example, positioning, massage, emollients, protective clothing and rugs
 - referrals to relevant professionals as required?
- Is skin care delivered consistent with skin care planning?
- Is there access to staff who are skilled to identify skin integrity problems, perform assessments and provide skin care including wound management?
- How does the home regularly evaluate and review the effectiveness of the skin care delivered in meeting residents' needs? For example:
 - Are staff practices monitored and improved as appropriate?
 - Are residents' skin integrity incidents noted, documented and appropriately addressed, for example, skin tears, wounds, rashes?
 - Is there regular consultation with residents/representatives and others (medical and health professionals) about skin care needs and preferences, the skin care given and its effect?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that all goods and equipment required to assist in the maintenance and improvement of the residents' skin care are readily available, for example, booties, rugs, protective clothing, oils, emollients.

- *Expected outcome 2.1 Continuous improvement*

Information on rates of skin tears would be expected to inform the home's processes for continuous improvement.

- *Expected outcome 2.5 Specialised nursing care needs*

Complex wound management including wounds caused by stomas is considered a specialised nursing care need.

- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of residents' skin integrity, for instance, in relation to the management of diabetes. Likewise, poor skin integrity may indicate gaps in other systems, for instance, in relation to palliative care, hydration and continence management.

Expected outcome 2.12 Continence management

This expected outcome requires that:

Residents' continence is managed effectively.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates the home's practices in continence management are effective in meeting residents' needs.
- Residents/representatives confirm residents' continence needs are being met.

Processes

Consider:

- How does the home ensure regular continence assessments are conducted and used as per the general care process. For example, does the home ensure:
 - consultation with residents/representatives and others (for example, medical officers, continence nurse advisers, stoma therapists) about continence needs and preferences
 - a detailed history including symptoms is completed
 - review of existing medication to determine if certain drugs precipitate or exacerbate the condition for example, diuretics and analgesics
 - fluid intake
 - assessment of the environment for location, access to toilets and assistance as required
 - the establishment of voiding patterns and bowel function
 - the level of independence and toilet assistance required is assessed
 - details of required continence aids are recorded?
- How are continence management plans developed and communicated to the relevant persons as per the general care process? For example, are there:
 - strategies for maintaining or restoring residents' continence where appropriate
 - strategies for maintaining skin integrity for residents with intractable incontinence?
- Is continence management consistent with plans and assessed needs?
- How does the home regularly evaluate and review continence management to determine its effectiveness in meeting the needs of the residents? For example:
 - Are staff practices monitored and improved as appropriate?
 - Is there broad consultation regarding the residents' continence needs and the effectiveness of the care?
 - Does the home collect and review data to monitor urinary tract infections?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible for continence management for example, toilet and continence aids.

- *Expected outcome 2.5 Specialised nursing care needs*

Establishment and review of a catheter care program including the insertion, removal and replacement of catheters, and the insertion of suppositories and enema administration are considered specialised nursing care needs.

- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of residents' continence, for instance, in relation to skin care (such as excoriations caused by incontinent episodes). Likewise, poor continence management may indicate gaps in other systems, for instance, in relation to nutrition and hydration or sleep as a result of poor night-time habits.

- *Expected outcomes of Standard Three*

Poor and inappropriate continence management may affect the provision of other residents' rights such as in relation to independence, privacy and dignity, and choice and decision-making.

- *Expected outcome 4.7 Infection control*

The prevalence of continence-related/affected infections such as gastroenteritis or urinary tract infections may indicate gaps in expected outcome 4.7 Infection control.

- *Expected outcome 4.8 Catering, cleaning and laundry services*

A constant odour in the home may indicate insufficient continence management and cleaning programs.

Expected outcome 2.13 Behavioural management

This expected outcome requires that:

The needs of residents with challenging behaviours are managed effectively.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its approach to behavioural management is effective in meeting residents' needs.
- Residents/representatives confirm they are satisfied with the home's approach to managing the causes which prompt challenging behaviours.

Processes

Consider:

- How does the home ensure regular behavioural management assessments are conducted and communicated for residents with challenging behaviours? For example, how does the home ensure:
 - consultation with residents/representatives and others (medical and health professionals) about behavioural management needs and preferences
 - assessment of the home's environment to determine how this should influence behavioural management practices and strategies
 - the use of appropriate behaviour and mental assessment tools?
- How is behavioural management carried out and communicated to the relevant staff as per the general care process? For example, how does the home ensure:
 - assessment of the presenting behaviour, causes or triggers to the behaviour and ways to avoid the behaviour
 - staff are educated on appropriate methods for managing residents with difficult behaviours
 - strategies to reduce the behaviour, including alternative therapies as appropriate are sought
 - the need for restraint (if used) has been assessed, authorised and administered at a minimum form and level required, and in accordance with strict safety standards?
- How does the home ensure practices are consistent with the planned behavioural management strategies?
- How does the home evaluate and review behavioural management practices to determine their effectiveness in meeting the needs of residents? For example:
 - Are staff practices monitored and improved where indicated?
 - Is each resident's behavioural management reviewed regularly in consultation with the resident/representative and appropriate health professionals?
 - Is information collected and reported on behavioural management strategies and incidents?

Links to related expected outcomes

- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of

residents with challenging behaviours, for instance, in relation to encouraging residents to using mobility aids, or in relation to the management of psychotropic medications. Likewise, poor behavioural management may indicate gaps in other systems, for instance, challenging behaviours may be the result of pain, hunger, fatigue or a need to go to the toilet.

- Expected outcome 3.7 Leisure interests and activities

Leisure interests and activities should be provided to each resident based on their assessed cognitive needs and abilities. An environment in which residents are restless may also indicate an inadequate recreational activities program and boredom.

- Other expected outcomes of Standard Three

Poor and inappropriate behavioural management may affect the provision of other residents' rights such as in relation to independence, privacy and dignity, and choice and decision-making.

- Expected outcomes 4.4 Living environment and 4.5 Occupational health and safety

The environment should be safe, calm and comfortable for all residents, including those who are inclined to become agitated, who wander, or who are inclined to display other intrusive behaviours such as aggression, moving residents' belongings and taking other objects in the home. The management of residents with challenging behaviours can also be seen to affect the experience of other residents, as well as the safety of staff.

Expected outcome 2.14 Mobility, dexterity and rehabilitation

This expected outcome requires that:

Optimum levels of mobility and dexterity are achieved for all residents.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates each resident's level of mobility and dexterity is optimised.
- Residents/representatives confirm they are satisfied with the home's approach to optimising residents' mobility and dexterity.

Processes

Consider:

- How does the home ensure regular assessments of the residents' mobility and dexterity are conducted and communicated as per the general care process? For example:
 - Is there identification of mobility and dexterity status?
 - Are there falls risk assessments (taking into consideration, for example, history of falls, medication, confusion, anxiety, sensory impairment, continence, feet and footwear, the environment, etc) and falls prevention programs?
 - Are there opportunities for optimising resident mobility and dexterity, and maintaining mobility and dexterity?
 - Are initial and ongoing mobility and dexterity assessments performed by appropriate allied health professionals, for example, physiotherapists or occupational therapists?
 - Does the home regularly consult residents/representatives and relevant allied health professionals, for example, physiotherapists or occupational therapists?
- How are mobility and dexterity plans communicated to the relevant care staff as per the general care planning process? For example:
 - Are mobility aids and independent living aids made available for individuals to use?
 - Does the home have strategies to minimise risk to the resident?
 - Are there rehabilitation strategies as appropriate to each resident's needs including any health specialist services required?
 - Is there integration with activities of daily living and the support available, for example, regular walks, leisure activities?
- Is care delivered consistent with mobility and dexterity planning? For example:
 - Are resources accessible to the resident – as planned and required?
 - Are there appropriate levels of, or access to, skilled staff to manage and review residents' mobility and dexterity?
- How does the home regularly evaluate and review the mobility and dexterity care delivered? For example:
 - Are staff practices monitored?

- Are mobility and dexterity incidents documented and appropriately addressed, for example, slips and falls?
- Are each resident's mobility and dexterity needs and preferences reviewed by appropriate allied health professionals, for example, physiotherapists or occupational therapists, along with the care given and its effect?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible for the management of mobility and dexterity, for example, modified cutlery and mobility and transferring equipment.

- *Expected outcome 2.1 Continuous improvement*

Information on falls rates would be expected to inform the home's processes for continuous improvement.

- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of residents' mobility and dexterity, for instance, the mobility and dexterity of a resident may affect their ability to carry out activities of daily living such as going to the toilet, personal care and eating. Likewise, poor promotion of mobility and dexterity may indicate gaps in other systems, for instance, in relation to pain caused by inactivity.

- *Expected outcomes of Standard Three*

Poor and inappropriate mobility and dexterity management may affect the provision of other residents' rights such as independence, privacy and dignity (such when receiving assistance due to impaired dexterity) and participation in activities of their choice and ability.

- *Expected outcomes 4.4 Living environment and 4.5 Occupational health and safety*

The living environment should be such that it encourages safe transfers and mobilising. Techniques used for transferring residents such as manual handling tasks should also be provided in a way which minimises the risk to residents and staff.

Expected outcome 2.15 Oral and dental care

This expected outcome requires that:

Residents' oral and dental health is maintained.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates residents' oral and dental health is maintained.
- Residents/representatives confirm they are satisfied with the home's approach to managing residents' oral and dental care.

Processes

Consider:

- How does the home ensure regular assessments of the residents' oral and dental health are conducted and communicated as per the general care process? For example:
 - Is there regular consultation with residents/representatives and relevant health professionals (for example, dentists or oral hygienists)?
 - How does the home identify any eating or swallowing difficulties?
- Does care planning include oral and dental plans that are communicated to relevant care staff as per the general care planning process? Do these include:
 - details about daily care of teeth, mouth and dentures as appropriate
 - dental and oral care appointments as appropriate?
- Is care delivered consistent with oral and dental care planning? For example:
 - Are there appropriate resources accessible to the resident as planned?
 - Are residents assisted to maintain oral hygiene?
- How does the home regularly evaluate and review oral and dental care delivered to determine its effectiveness in meeting the needs of each resident? For example:
 - Are staff practices monitored?
 - Are each resident's oral and dental care needs and preferences reviewed along with the care given and its effect?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible for the management of residents' oral and dental care needs, for example, cleaning products.

- *Expected outcome 2.5 Specialised nursing care needs*

Special feeding for care recipients with dysphagia, suctioning of airways and tracheostomy care are considered specialised nursing care needs.

- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of residents' oral and dental care, for instance, the mobility and dexterity of a resident may affect their ability to carry out oral hygiene. Likewise, poor promotion of oral and dental care may indicate gaps in other systems, for instance, in relation to palliative care, or nutrition and hydration.

- *Expected outcomes of Standard Three*

Poor and inappropriate oral and dental care may affect the provision of other residents' rights such as privacy and dignity.

Expected outcome 2.16 Sensory loss

This expected outcome requires that:

Residents' sensory losses are identified and managed effectively.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its approach to residents' sensory losses is effective in identifying and managing residents' needs.
- Advice from residents/representatives confirms they are satisfied with the home's approach to managing residents' sensory losses.

Processes

Consider:

- How does the home ensure regular assessments of residents' sensory losses are conducted and communicated as per the general care process? For example, does this include:
 - assessment of the residents' vision, hearing, smell, taste and touch
 - identification of the use and type of any aids
 - identification of the use of any medications
 - consultation with residents/representatives and relevant health professionals (such as optometrists and audiologists) about the effective management of sensory loss, resident needs and preferences?
- How is care planning in relation to sensory loss conducted and communicated to the relevant care staff as per the general care planning process? For example, does this include:
 - the use and type of aids and their maintenance
 - preferred communication strategies where appropriate
 - the environment of the home and any safety hazards that may affect residents with sensory losses
 - sensitivity to providing residents with sensory experiences to stimulate their sensory systems?
- Is the care delivered consistent with plans to effectively manage sensory loss?
- How does the home regularly evaluate and review the management of sensory loss to determine its effectiveness in meeting the needs of each resident? For example:
 - Are staff practices monitored?
 - Is the home environment monitored?
 - Are the individual residents' sensory needs and preferences reviewed along with the care given and its effect?

Links to related expected outcomes

- *Expected outcome 2.9 Palliative care*

The home's provision of appropriate sensory stimulation may enhance residents' palliative care.

- *Other expected outcomes of Standard Two and expected outcome 4.8 Catering, cleaning and laundry services*

Various expected outcomes relating to health and personal care may involve the management of residents' sensory losses, for instance, impaired tactile sensation may have an impact on skin care. Likewise, poor management of sensory loss may indicate gaps in other systems, for instance, in relation to nutrition and hydration, and catering (taste sensation) and cleaning (olfactory sensation) processes of the home.

- *Expected outcomes of Standard Three*

Poor and inappropriate management of sensory losses may affect the provision of other residents' rights such as independence, ability to participate in activities of interest to them, and ability to make informed choices and make complaints (for instance, due to vision impairment, the resident may not be able to review written information).

- *Expected outcome 4.4 Living environment*

The home should be able to demonstrate the living environment is safe for residents with sensory losses, for instance, for visually and hearing impaired residents.

Expected outcome 2.17 Sleep

This expected outcome requires that:

Residents are able to achieve natural sleep patterns.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its practices enable residents to achieve natural sleep patterns.
- Residents/representatives confirm residents are able to achieve natural sleep patterns.

Processes

Consider:

- How does the home ensure assessments of residents' sleep patterns are conducted as required? For example, this should include:
 - assessment of current and natural sleep habits and patterns
 - any home environment issues and possible impacts on natural sleep.
- How does the home conduct planning to promote natural sleep patterns to meet individual residents' needs, and how is this communicated to relevant staff? For example, how does the home identify:
 - the use of sleep aids and the type used
 - pharmacological strategies for sleep promotion as appropriate
 - non-pharmacological strategies for sleep promotion?
- Is care delivered consistent with plans to promote natural sleep?
- How does the home regularly evaluate and review the effectiveness of its practices in meeting the needs of each resident? For example:
 - Are staff practices monitored?
 - Are individual residents' sleep patterns, needs and preferences reviewed along with the care given and its effect?

Links to related expected outcomes

- *Other expected outcomes of Standard Two*

Various expected outcomes relating to health and personal care may involve the management of residents' sleep, for instance, inadequate sleep may impact on a residents' moods and behaviours during wakefulness. Likewise, poor management of sleep may indicate gaps in other systems, for instance, in relation to the pain or continence management processes of the home.

- *Expected outcomes of Standard Three*

Poor and inappropriate management of sleep may affect the provision of other residents' rights and needs such as emotional support, and ability to make choices about when to sleep, bed furnishings, etc.

- *Expected outcome 4.4 Living environment*

In order to encourage natural sleep patterns, residents' personal furnishings such as blankets and pillows may assist. Natural sleep is also generally aided for most residents by a safe and calm environment.

Standard Three

Resident lifestyle

Principle:

Residents retain their personal, civic, legal and consumer rights, and are assisted to achieve active control of their own lives within the residential care service and in the community.

Expected outcome 3.1 Continuous improvement

This expected outcome requires that:

The organisation actively pursues continuous improvement.

The focus of this expected outcome is 'results'.

Results

- There are recent examples of improvement activities related to the systematic evaluation of, and feedback from, the services the home provides.
- Management demonstrates that results show improvements in resident lifestyle. This includes responsiveness to the needs of residents/representatives and other stakeholders.
- Staff and residents are encouraged to contribute to the home's pursuit of continuous improvement in relation to Standard Three.

Note: *A home need not demonstrate improvement in each expected outcome but should be able to show that performance in each expected outcome is understood and monitored.*

Processes

Consider:

- Does the home have a framework that assists it to actively pursue continuous improvement in this Standard? For example, this should include:
 - a self-assessment approach/method of measuring and reviewing performance in a regular fashion which includes data relating directly to residents
 - performance information relative to Standard Three
 - identification of improvement opportunities from this and other information
 - identification of key objectives of improvement activities
 - use of monitoring mechanisms which includes baseline information, outputs and key milestones/interim indicators
 - identification of improvement outcomes and their impact on key stakeholders (residents/representatives, relatives and staff amongst others)
 - provision of support mechanisms to ensure key stakeholders have active involvement in maximising outcomes, such as information to residents/representatives and specific training for staff
 - review and follow-up, including information and data gathering on their performance
 - methods to input lessons learnt to amend or adapt programs of improvement.
- Is the home's framework used in a cyclical fashion, that is, follows the 'plan, do, check, act' cycle?
- Do improvements include genuine process improvement activity, as opposed to routine maintenance activity?
- Is there a link between resident needs and preferences, resident/representative feedback, and the home's continuous improvement activities?
- Do staff have input into the home's continuous improvement activities?

Links to related expected outcomes

- *Expected outcomes 1.1, 2.1 and 4.1 Continuous improvement*

The home may have an overarching quality management/improvement system that relates to all Accreditation Standards and encompasses continuous improvement in all expected outcomes. Due to the intention of Standard One, these continuous improvement processes would therefore largely be considered in expected outcome 1.1 Continuous improvement. However, the focus on results of improvement activities relating to Standard Three would be expected to be assessed under 3.1 Continuous improvement.

- *Expected outcome 3.9 Choice and decision-making*

Information relating to the ability of residents and representatives to make choices and decisions would be expected to link to the home's improvement systems.

- *All other expected outcomes of Standard Three*

Performance in all expected outcomes should be monitored and, where appropriate, improved. Hence, the systems referred to in expected outcome 3.1 Continuous improvement may be active in improving performance across all other expected outcomes of Standard Three, and major non-compliance in this Standard may indicate gaps with continuous improvement systems relating to resident lifestyle.

Expected outcome 3.2 Regulatory compliance

This expected outcome requires that:

The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards, and guidelines, about resident lifestyle.

The focus of this expected outcome is 'processes and systems'.

Results

- The home has a system for identifying relevant legislation, regulations and guidelines, and for monitoring compliance with these in relation to Standard Three.
- Management demonstrates the effectiveness of the system through examples of changes which have been recently implemented in relation to Standard Three.
- Management demonstrates its compliance with other legislation and regulations, including through other regulatory authority reports or independent expert reports in relation to Standard Three.

Processes

Consider:

- How does the home identify all relevant legislation, regulations, professional standards and guidelines that it must comply with, relevant to Standard Three? Do particular staff have clear responsibility for ensuring regulatory compliance?
- How is information made available to staff and others so that practices conform to legislative and regulatory requirements (for example, in procedures)?
- How does the home monitor such compliance?
- Are service policies and procedures developed or modified as appropriate to ensure alignment?
- Does the home take action where it finds there is non-compliance with legislative and regulatory requirements?

Note: *Quality assessors assess compliance against the Accreditation Standards but are not in a position to assess compliance against other legislative frameworks. Rather, it is their role to assess that the home itself undertakes this task.*

Links to related expected outcomes

- *Expected outcomes 1.2, 2.2 and 4.2 Regulatory compliance*

The home may have an overarching system used to identify and monitor compliance with relevant legislation, regulatory requirements, professional standards and guidelines in relation to all Accreditation Standards. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.2 Regulatory compliance. However, the focus of results of regulatory compliance within Standard Three would be expected to be assessed under 3.2 Regulatory compliance.

- *Expected outcome 3.6 Privacy and dignity*

The home should be able to demonstrate how it meets the requirements of privacy legislation.

- *Expected outcome 3.10 Resident security of tenure and responsibilities*

The home should be able to demonstrate how it meets other requirements of the *Aged Care Act 1997* as set out in the *User Rights Principles 1997*.

- *All other expected outcomes of Standard Three*

Compliance with all relevant legislation, regulatory requirements, professional standards and guidelines in relation to resident lifestyle should be monitored by the home. Hence, major non-compliance in this Standard may indicate gaps in the regulatory compliance systems of the home.

Expected outcome 3.3 Education and staff development

This expected outcome requires that:

Management and staff have appropriate knowledge and skills to perform their roles effectively.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates staff have the knowledge and skills are required for effective performance in relation to resident lifestyle.
- The performance of the home against other expected outcomes in Standard Three is of a high level.

Processes

Consider:

- Are competencies (knowledge, skills) set out where appropriate in relation to Standard Three?
- Does the selection criteria and recruitment processes for staff incorporate required skills and knowledge?
- How does the home satisfy itself that staff and management of all relevant disciplines have the required knowledge and skills in relation to Standard Three? For instance:
 - How does management encourage staff to take personal responsibility for their professional development?
 - How does management provide information to support the education of staff?
 - How does management monitor the ongoing skills and knowledge needs of its staff?
- How are education and training needs planned in relation to Standard Three?
- How is education planned and provided relevant to Standard Three, for example, lifestyle, leisure, privacy and dignity, and resident rights?
- Are sufficient facilities (including location, time and written resources as necessary) available to ensure effectiveness of education sessions?
- Does the home consider the effectiveness of each session (may include form of training, time of training, level of participation, satisfaction, etc)?

Links to related expected outcomes

- *Expected outcomes 1.3, 2.3 and 4.3 Education and staff development*

The home may have an overarching education and staff development system that relates to all Accreditation Standards and encompasses all expected outcomes. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.3 Education and staff development. However, the focus on knowledge and skills relating to Standard Three would be expected to be assessed under 3.3 Education and staff development.

- *Expected outcome 1.6 Human resource management*

Homes are required under this expected outcome to demonstrate "there are appropriately skilled and qualified staff..."

- *All other expected outcomes of Standard Three*

The skills and knowledge of management and staff should be monitored in relation to all roles. Hence, major non-compliance in this Standard may indicate gaps in the education and staff development systems of the home relating to resident lifestyle.

Expected outcome 3.4 Emotional support

This expected outcome requires that:

Each resident receives support in adjusting to life in the new environment and on an ongoing basis.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates residents are adjusted to the new environment.
- Management demonstrates residents' emotional status and needs are identified and met on an ongoing basis.
- The effects of unknown events on residents' emotional needs are identified and supported.
- Residents/representatives confirm the support provided by the home is appropriate and effective in meeting residents' individual needs and preferences.

Processes

Consider:

- What support and information does the home provide to residents before admission to help prepare them for life in the residential aged care home?
- How does the home assess residents' emotional needs on admission and at regular intervals? For example, does the home:
 - complete residents' emotional profiles on their existing support needs and preferences
 - respond to critical episodes, for example, family crises, deaths within the home, change of environment
 - record each resident's history, current situation, transfer information and any adjustment needs to life in the home
 - consult residents/representatives and others (for example, social workers or chaplains), about emotional support needs and preferences?
- How is emotional support planned and communicated to relevant staff? For example:
 - How is the resident provided with an orientation to the home?
 - Is extra support provided during the settling-in period?
 - Are ongoing actions for progressive adjustment used?
 - Is the role of family and significant others considered in the ongoing lifestyle plan for the resident?
- Is emotional support delivered consistent with the home's plan?
- Does the home regularly evaluate and review the way emotional support is delivered to determine its effectiveness in meeting the needs of the residents? For example, does the home:
 - ensure staff are competent and monitored to meet the emotional needs of residents
 - ensure each resident's ongoing emotional needs and preferences are identified
 - assess the effectiveness of current strategies?

Links to related expected outcomes

- *Expected outcomes of Standard Two*

Poor and inappropriate management of emotional support may affect the provision of health and personal care services to residents, for instance, it may increase the prevalence of challenging behaviours and pain, or decrease appetite and effectiveness of palliative care programs.

- *Expected outcomes 3.9 Choice and decision-making and 3.10 Resident security of tenure and responsibilities, and other expected outcomes of Standard Three*

The provision of information for ensuring residents understand their rights and feel secure in the home may have a positive impact on residents moving into the home. Likewise, enabling residents to make choices and decisions about their lifestyles may assist with adjustment to the new environment.

Expected outcome 3.5 Independence

This expected outcome requires that:

Residents are assisted to achieve maximum independence, maintain friendships and participate in the life of the community within and outside the residential care service.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates residents' achievement of maximum independence, maintenance of friendships and participation in the life of the community are appropriate to residents' needs and preferences.
- Residents/representatives confirm they are satisfied with the assistance provided by the home in relation to residents' independence, maintenance of friendships and participation in the life of the community within and outside the home, according to residents' individual needs and preferences.

Processes

Consider:

- How does the home ensure regular assessment of residents' needs is conducted to achieve maximum independence, maintain friendships and participate in the life of the community within and outside the home? This may include:
 - identification of what independence means in different aspects of each resident's life, for example, physical, intellectual, emotional, cultural, social, civic and financial
 - the identification of existing friendships and community activities
 - consideration of sensory needs of residents when promoting independence (for example, those with vision, hearing, communication needs)
 - regular consultation with residents/representatives and others
 - consultation about any risks associated with activities.
- How does the home plan and communicate strategies for independence, friendships and participation? For example:
 - How are relatives and friends encouraged to be part of the life of the resident?
 - How does the home encourage participation in activities within or outside the home, including through the utilisation of appropriate support strategies, for example, access to taxis and community transport?
 - How does the home identify authorised representatives to make decisions on behalf of residents who are unable to act for themselves?
 - How are strategies to assist residents with mobility, communication and cognitive difficulties implemented?
 - How are strategies to enable participation in appropriate spiritual and cultural activities implemented?
 - Is there consideration of independence in care planning?

- How are environmental issues considered when they impact on maximising physical independence? For example, the internal and external physical environments and access/egress.
- How does the home review its services to maximise independence, friendships and participation for each resident and determine effectiveness in meeting the needs of the residents? For example, how does the home ensure:
 - staff are competent and monitored to achieve independence for residents
 - each resident’s ongoing needs and preferences are identified
 - the effectiveness of current strategies are assessed?

Links to related expected outcomes

- *Expected outcomes of Standard Two*

Poor and inappropriate promotion of independence may affect the provision of health and personal care services to residents, for instance, in relation to the ability of residents to self-administer medications, residents’ mobility and dexterity, and personal care tasks such as going to the toilet, and oral and dental care.

- *Other expected outcomes of Standard Three*

The facilitation of residents’ independence and participation in the life of the community both within and outside of the home may have connections with the home’s leisure activities program, and processes used for ensuring the cultural and spiritual needs of residents are met. Community participation may also assist in the provision of emotional support and providing residents with choice. Aspects of expected outcome 3.5 Independence are also encompassed in the Charter of residents’ rights and responsibilities.⁹

⁹ *User Rights Principles 1997 Schedule 1*

Expected outcome 3.6 Privacy and dignity

This expected outcome requires that:

Each resident's right to privacy, dignity and confidentiality is recognised and respected.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates each resident's privacy, dignity and confidentiality is recognised and respected.
- Residents/representatives confirm residents' privacy, dignity and confidentiality is recognised and respected in accordance with individual needs and preferences.

Processes

Consider:

- How does the home assess and communicate each resident's needs for privacy, dignity and confidentiality in consultation with residents/representatives and others (for instance, spiritual advisor or social worker). This includes:
 - awareness of residents/representatives of resident rights to privacy, dignity and confidentiality
 - consideration of specific cultural or spiritual needs
 - assessment of the home's environment and how this supports privacy, dignity and confidentiality.
- How are strategies for privacy and dignity planned and implemented generally and in respect of specific resident needs? For example, how does the home ensure:
 - residents have adequate personal space
 - communication between staff and residents takes place in a manner which promotes residents' individuality and confidentiality
 - provision of appropriate screens or quiet spaces suitable for receiving guests
 - provision of secure storage of residents' confidential information
 - strategies for supporting personal care which protect the dignity, privacy and modesty of residents, for example, during bathing, grooming, toileting and dressing
 - sufficient time is allowed for daily activities to avoid rushing residents
 - strategies for supporting clinical care, for example, for the provision of palliative care
 - care planning takes account of individual needs?
- Is staff practice consistent with the home's plans, policies and procedures designed to support privacy and dignity? For example, how does the home ensure:
 - staff are competent and monitored to achieve the privacy, dignity and confidentiality of residents
 - mechanisms are in place to address concerns related to the preservation of resident privacy, dignity and confidentiality?

Links to related expected outcomes

- *Expected outcomes of Standard One*

The maintenance of confidentiality is required for the management of many expected outcomes in Standard One including expected outcomes 1.4 Comments and complaints and 1.8 Information systems.

- *Expected outcomes of Standard Two*

Poor and inappropriate promotion of privacy and dignity may affect the provision of all health and personal care services to residents.

- *Other expected outcomes of Standard Three*

Privacy and dignity is inherent in other expected outcomes of Standard Three, for instance, the facilitation of residents' privacy and dignity may better assist residents to adjust to a new environment, and may enhance each resident's sense of confidence in making decisions. Aspects of expected outcome 3.6 Privacy and dignity are also encompassed in the Charter of residents' rights and responsibilities.¹⁰

- *Expected outcome 4.4 Living environment*

The living environment would be expected to promote the provision of privacy and dignity.

¹⁰ *User Rights Principles 1997 Schedule 1*

Expected outcome 3.7 Leisure interests and activities

This expected outcome requires that:

Residents are encouraged and supported to participate in a wide range of interests and activities of interest to them.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates it is aware of residents' leisure interests and activity needs and that this information provides input to leisure planning and programming.
- Management demonstrates its processes are effective in encouraging and supporting residents to participate in a wide range of interests and activities of interest to them.
- Residents/representatives confirm residents are supported to participate in activities and interests appropriate to their needs and preferences.

Processes

Consider:

- How does the home ensure regular assessments of residents' preferences for interests and activities? For example, is there:
 - consultation with residents/representatives and others (for example, diversional therapists or activities coordinators), in all aspects of decision-making (assessment, planning, and evaluation) regarding residents' activities and leisure needs
 - consideration of specific cultural or spiritual needs
 - an assessment of the current and previous history of interests and activities for each resident
 - any barrier to participation, for example, cognitive or communication problems?
- How does management demonstrate how leisure interests and activities complement and assist other care areas?
- How does the home plan for each resident's interests and activities and how is this communicated to the relevant staff? In particular the plans may include:
 - physical, mental, social and spiritual activities as appropriate and could include group or one-on-one activities
 - consideration of other care needs and preferences
 - any assistive devices required to allow participation
 - any support functions required, for example, use of taxis and other transport or ensuring appropriate membership fees are paid
 - any strategies to overcome barriers to involvement.
- Are interests and activities consistent with the individual resident's plan? For example, do plans include information regarding:
 - access to leisure interests and activities throughout the week as appropriate to the resident's needs and preferences
 - support for residents to attend and participate in activities as indicated
 - a varied program of leisure activities encompassing the needs and preferences of residents?

- Does the home regularly evaluate and review the approach taken to ensure residents' participation in leisure interests and activities meets residents' needs and preferences? This includes:
 - the monitoring of staff practices which are then improved as appropriate
 - the evaluation of the effectiveness of the programs.

Links to related expected outcomes

- *Expected outcome 1.6 Human resource management*

There should be appropriately skilled and qualified staff sufficient to ensure residents can participate in interests and activities of interest to them.
- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible to ensure residents can participate in interests and activities of interest to them.
- *Expected outcome 2.13 Behavioural management*

The use of leisure activities may be one strategy considered by a home when managing and preventing the challenging behaviours of residents.
- *Other expected outcomes of Standard Two*

Residents' physical and cognitive needs should be considered when assessing the leisure needs of each resident. Expected outcomes such as 2.13 Behavioural management, 2.14 Mobility, dexterity and rehabilitation and 2.16 Sensory loss should therefore be considered.
- *Other expected outcomes of Standard Three*

Other aspects of resident lifestyle should be promoted and may be enhanced through the provision of leisure activities, for instance, activities should be culturally and spiritually appropriate, should be in accordance with residents' needs and choices, should promote dignity, should promote participation in the community as preferred by the resident, and where able, may provide a form of emotional support.

Expected outcome 3.8 Cultural and spiritual life

This expected outcome requires that:

Individual interests, customs, beliefs and cultural and ethnic backgrounds are valued and fostered.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates its processes, systems and external relations are effective in valuing and fostering each individual resident's interests, customs, beliefs and cultural and ethnic backgrounds.
- Advice from residents/representatives confirm they are satisfied the home values and fosters residents' individual interests, customs, beliefs and cultural and ethnic backgrounds.

Processes

Consider:

- How does the home assess and communicate residents' individual interests, customs, beliefs and cultural and ethnic backgrounds? How does the home communicate the way that this should be reflected in care and services provided? For example, is there:
 - consultation with residents/representatives or others, for example, spiritual or cultural advisors
 - consideration of past and current cultural (including cultural aspects not necessarily related to ethnicity or country of origin), religious, spiritual and ethnic practices
 - identification of requirements to support each resident's ongoing cultural and ethnic needs
 - identification of language assistance required for effective communication
 - identification of food and drink needs and preferences
 - identification of leisure interest and activity needs and preferences?
- How is provision for residents' observation of interests, customs and beliefs planned and then communicated to relevant staff? This includes:
 - appropriate community activities
 - appropriate catering requirements
 - observation of particular holy or special days.
- Are care and lifestyle services consistent with the plan and delivered in a way which fosters and values individual residents' interests, customs, beliefs and cultural and ethnic backgrounds? This includes:
 - access to appropriate service or support staff such as interpreters
 - support to attend and participate in activities as indicated in the plan
 - particular religious or spiritual requirements during illness or end stages of care
 - involvement of culturally-specific groups.
- How does the home review its practices to ensure care and services are delivered in a way that fosters and values individual residents' interests, customs, beliefs and cultural and ethnic backgrounds? For example:
 - Are staff practices monitored and improved as appropriate?
 - Are links with cultural and community groups developed and encouraged?
 - Is the effectiveness of the program/s evaluated?

Links to related expected outcomes

- *Expected outcome 1.8 Information systems*

The home should have systems in place to ensure effective communication with residents from all cultural and linguistic backgrounds.

- *Expected outcomes of Standard Two*

Components of expected outcome 3.8 Cultural and spiritual life affect the performance of all expected outcomes relating to health and personal care, especially expected outcomes 2.9 Palliative care and 2.10 Nutrition and hydration.

- *Other expected outcomes of Standard Three*

Cultural and spiritual considerations are inherent in all expected outcomes of Standard Three, for instance, the facilitation of leisure activities should be culturally appropriate, choice and decision-making should take into account ethnic (including language) backgrounds, residents should have access to appropriate community groups as requested, and emotional support should be relevant to the cultural and other beliefs of the resident. Aspects of expected outcome 3.8 Cultural and spiritual life are also encompassed in the Charter of residents' rights and responsibilities.¹¹

- *Expected outcome 4.8 Catering, cleaning and laundry services*

The home should have systems in place to ensure residents are provided with meals appropriate to their cultural backgrounds.

¹¹ *User Rights Principles 1997 Schedule 1*

Expected outcome 3.9 Choice and decision-making

This expected outcome requires that:

Each resident (or his or her representative) participates in decisions about the services the resident receives and is enabled to exercise choice and control over his or her lifestyle while not infringing on the rights of other people.

The focus of this expected outcome is 'results for residents'.

Results

- Management demonstrates the rights of each resident/representative to make decisions and exercise choice and control over the resident's lifestyle are recognised and respected.
- Residents/representatives confirm their participation in decisions about the services the resident receives and that they are able to exercise choice and control appropriate to the resident's needs and preferences.
- Residents/representatives confirm that the choices and decisions of other residents/representatives do not infringe on the rights of other people.

Processes

Consider:

- How does the home assist and empower each resident/representative to participate in decisions about the services the resident receives and to exercise choice and control over the resident's lifestyle?
- How does the home regularly assess and communicate each resident's ability to make decisions about the services received, as well as about their lifestyle? For example, how does the home identify authorised representatives to make decisions on behalf of residents where residents are unable to make decisions for themselves?
- Is appropriate information provided to residents about the kinds of services they can receive? Does this include consideration of:
 - modes of communication
 - advocacy services
 - languages?
- Are there choices about services available, that is, does the home provide alternative choices for care and lifestyle services to residents?
- Are appropriate forums, methods and an environment provided which encourage residents/representatives to consider and make choices? This includes an environment where residents feel enabled to reject a service, that is, say 'no' without fear of retribution. This may include:
 - one-on-one consultations with residents/representatives about residents' needs, preferences and options
 - other forums for communication such as resident meetings or committees.
- Is information available about the path to take if the resident does not feel able to exercise choice and control, for example, complaints and advocacy mechanisms?

- Does the home regularly review its practices for enabling each resident/representative to exercise choice and control, as well as the opportunities it provides to each resident/representative to participate in decisions about the resident's care and lifestyle? This may include the monitoring of staff practices which are then improved as appropriate.

Links to related expected outcomes

Resident participation in decision making should be considered in every aspect of care and lifestyle for the resident. It is also important in aspects of the management of the home.

As resident focus is embedded in every element of the Accreditation Standards so too is this expected outcome. As such, quality assessors will see links between this expected outcome and:

- *Expected outcomes 1.1, 2.1, 3.1 and 4.1 Continuous improvement*

Information relating to the ability of residents and representatives to make choices and decisions would be expected to link to the home's improvement systems.

- *Expected outcome 1.4 Comments and complaints*

Homes should be able to demonstrate how each resident or his/her representative can comment on the services the resident receives.

- *Expected outcomes of Standard Two*

Components of expected outcome 3.9 Choice and decision-making affect the performance of all expected outcomes relating to health and personal care. The right to "full information about [the resident's] own state of health and about available treatments" and other rights relating to choice and decision-making (including those not relating specifically to Standard Two) are stated in the Charter of residents' rights and responsibilities.¹²

- *Expected outcome 3.10 Resident security of tenure and responsibilities*

In order for residents/representatives to be able to participate in the services the resident receives and to exercise choice and control over the resident's lifestyle, the home should ensure residents and representatives "...understand their rights and responsibilities".

- *Other expected outcomes of Standard Three*

Choice and decision-making considerations are inherent in all expected outcomes of Standard Three, for instance, for the facilitation of leisure activities, for the fostering of cultural and spiritual beliefs and customs, and for the promotion of independence.

- *Expected outcome 4.4 Living environment*

The home should have systems in place to ensure residents (or their representatives) can make decisions about the living environment, such as through the provision of personal items.

- *Expected outcome 4.8 Catering, cleaning and laundry services*

The home should have systems in place to ensure residents can make decisions about the meals and other hospitality services they receive.

¹² *User Rights Principles 1997 Schedule 1*

Expected outcome 3.10 Resident security of tenure and responsibilities

This expected outcome requires that:

Residents have secure tenure within the residential care service, and understand their rights and responsibilities.

The focus of this expected outcome is 'results for residents'.

Results

- Residents/representatives feel secure in their tenure.
- Management demonstrates residents/representatives have been provided with information about security of tenure and residents/representatives understand their rights and responsibilities.
- Residents/representatives confirm they understand their rights and responsibilities and know where this information may be accessed if required. This includes understanding what tenure or rights can be changed with and without consent.

Processes

Consider:

- How are residents/representatives provided with appropriate information, at or before the time of entry that explains the conditions of tenure and their rights and responsibilities? For example, does the information include:
 - appropriate documents such as resident agreements, information booklets
 - accessibility for residents from non-English speaking backgrounds, including information translated as needed by interpreters or provided in different languages
 - availability of independent sources of advice, for example, from the Department of Health and Ageing, the Agency or resident advocacy groups?
- How does the home regularly review the information provided to residents (for example, in resident agreements), to ensure it remains current and meets legislative requirements?
- How does management ensure residents are protected from harassment, retaliation and victimisation?
- How are residents/representatives informed about any changes to their security of tenure, rights or responsibilities?

Links to related expected outcomes

- *Expected outcome 3.2 Regulatory compliance*

Homes should be able to demonstrate how they comply with all relevant regulations such as the *User Rights Principles 1997* which include Schedule 1, the Charter of residents' rights and responsibilities.
- *Expected outcome 3.9 Choice and decision-making*

In order for residents/representatives to be able to participate in the services the resident receives and to exercise choice and control over the resident's life, the home should ensure residents/representatives understand their rights and responsibilities.
- *All other expected outcomes with a resident focus*

The understanding of rights and responsibilities is inherent in all expected outcomes which have a resident focus, or direct impact on residents.

Standard Four

Physical environment and safe systems

Principle:

Residents live in a safe and comfortable environment that ensures the quality of life and welfare of residents, staff and visitors.

Expected outcome 4.1 Continuous improvement

This expected outcome requires that:

The organisation actively pursues continuous improvement.

The focus of this expected outcome is 'results'.

Results

- There are recent examples of improvement activities related to the systematic evaluation of, and feedback from, the services the home provides.
- Management demonstrates that results show improvements in relation to the physical environment and safe systems. This includes responsiveness to the needs of residents/representatives and other stakeholders.
- Staff and residents are encouraged to contribute to the home's pursuit of continuous improvement in relation to Standard Four.

Note: *A home need not demonstrate improvement in each expected outcome but should be able to show that performance in each expected outcome is understood and monitored.*

Processes

Consider:

- Does the home have a framework that assists it to actively pursue continuous improvement in this Standard? For example, this should include:
 - a self-assessment approach/method of measuring and reviewing performance in a regular fashion which includes data relating directly to residents
 - performance information relative to Standard Four
 - identification of improvement opportunities from this and other information
 - identification of key objectives of improvement activities
 - use of monitoring mechanisms which includes baseline information, outputs and key milestones/interim indicators
 - identification of improvement outcomes and their impact on key stakeholders (residents/representatives, relatives and staff amongst others)
 - provision of support mechanisms to ensure key stakeholders have active involvement in maximising outcomes, such as information to residents/representatives and specific training for staff
 - review and follow-up, including information and data gathering on their performance
 - methods to input lessons learnt to amend or adapt programs of improvement.
- Is the home's framework used in a cyclical fashion, that is, follows the 'plan, do, check, act' cycle?
- Do improvements include genuine process improvement activity, as opposed to routine maintenance activity?
- Is there a link between resident needs and preferences, resident/representative feedback, and the home's continuous improvement activities?
- Do staff have input into the home's continuous improvement activities?

Links to related expected outcomes

- *Expected outcomes 1.1, 2.1 and 3.1 Continuous improvement*

The home may have an overarching quality management/improvement system that relates to all Accreditation Standards and encompasses continuous improvement in all expected outcomes. Due to the intention of Standard One, these continuous improvement processes would therefore largely be considered in expected outcome 1.1 Continuous improvement. However, the focus on results of improvement activities relating to Standard Four would be expected to be assessed under 4.1 Continuous improvement.

- *All expected outcomes of Standard Four*

Performance in all expected outcomes should be monitored and, where appropriate, improved. Hence, the systems referred to in expected outcome 4.1 Continuous improvement may be active in improving performance across all other expected outcomes of Standard Four, and major non-compliance in this Standard may indicate gaps in the continuous improvement systems relating to the physical environment and safe systems.

Expected outcome 4.2 Regulatory compliance

This expected outcome requires that:

The organisation's management has systems in place to identify and ensure compliance with all relevant legislation, regulatory requirements, professional standards, and guidelines, about physical environment and safe systems.

The focus of this expected outcome is 'processes and systems'.

Results

- The home has a system for identifying relevant legislation, regulations and guidelines, and for monitoring compliance with these in relation to Standard Four.
- Management demonstrates the effectiveness of the system through examples of changes which have been recently implemented in relation to Standard Four.
- Management demonstrates its compliance with other legislation and regulations, including through other regulatory authority reports or independent expert reports in relation to Standard Four.

Processes

Consider:

- How does the home identify all relevant legislation, regulations, professional standards and guidelines that it must comply with, relevant to Standard Four? Do particular staff have clear responsibility for ensuring regulatory compliance?
- How is information made available to staff and others so that practices conform to legislative and regulatory requirements (for example, in procedures)?
- How does the home monitor such compliance?
- Are service policies and procedures developed or modified as appropriate to ensure alignment?
- Does the home take action where it finds there is non-compliance with legislative and regulatory requirements?

Note: *Quality assessors assess compliance against the Accreditation Standards, but are not in a position to assess compliance against other legislative frameworks. Rather, it is their role to assess that the home itself undertakes this task.*

Links to related expected outcomes

- *Expected outcomes 1.2, 2.2 and 3.2 Regulatory compliance*

The home may have an overarching system used to identify and monitor compliance with relevant legislation, regulatory requirements, professional standards and guidelines in relation to all Accreditation Standards. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.2 Regulatory compliance. However, the focus of results of regulatory compliance within Standard Four would be expected to be assessed under 4.2 Regulatory compliance.

- *Expected outcomes 4.4 Living environment and 4.6 Fire, security and other emergencies*

Homes should be able to demonstrate compliance with fire safety regulations and building certification codes. Homes are required to be certified in order to be accredited.

- *Expected outcome 4.5 Occupational health and safety*

Homes are required under this expected outcome to "...provide a safe working environment that meets regulatory requirements".

- *Expected outcome 4.7 Infection control*

Homes should ensure they are adequately applying infection control guidelines to minimise the risk of infection, including during an outbreak.

- *All other expected outcomes of Standard Four*

Compliance with all relevant legislation, regulatory requirements, professional standards and guidelines in relation to physical environment and safe systems should be monitored by the home. Hence, major non-compliance in this Standard may indicate gaps in the regulatory compliance systems of the home.

Expected outcome 4.3 Education and staff development

This expected outcome requires that:

Management and staff have appropriate knowledge and skills to perform their roles effectively.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates staff have the knowledge and skills required for effective performance in relation to physical environment and safe systems.
- The performance of the home against other expected outcomes in Standard Four is of a high level.

Processes

Consider:

- Are competencies (knowledge, skills) set out where appropriate in relation to Standard Four?
- Do staff selection criteria and recruitment processes incorporate required skills and knowledge?
- How does the home satisfy itself that staff and management of all relevant disciplines have the required knowledge and skills in relation to Standard Four? For instance:
 - How does management encourage staff to take personal responsibility for their professional development?
 - How does the home provide information to support the education of staff?
 - How does management monitor the ongoing skills and knowledge needs of its staff?
- How are education and training needs planned in relation to Standard Four?
- How is education planned and provided relevant to Standard Four, for example, manual handling, chemical substance management, emergency evacuation, infection control and food handling?
- Are sufficient facilities (including location, time and written resources as necessary) available to ensure effectiveness of education sessions?
- Does the home consider the effectiveness of each session (may include form of training, time of training, level of participation, satisfaction, etc)?

Links to related expected outcomes

- *Expected outcomes 1.3, 2.3 and 3.3 Education and staff development*

The home may have an overarching education and staff development system that relates to all Accreditation Standards and encompasses all expected outcomes. Due to the intention of Standard One, these processes would therefore largely be considered in expected outcome 1.3 Education and staff development. However, the focus on knowledge and skills relating to Standard Four would be expected to be assessed under 4.3 Education and staff development.

- *Expected outcome 1.6 Human resource management*

Homes are required under this expected outcome to demonstrate "there are appropriately skilled and qualified staff..."

- *All other expected outcomes of Standard Four*

The skills and knowledge of management and staff should be monitored in relation to all roles. Hence, major non-compliance in this Standard may indicate gaps in the education and staff development systems of the home relating to physical environment and safe systems.

Expected outcome 4.4 Living environment

This expected outcome requires that:

Management of the residential care service is actively working to provide a safe and comfortable environment consistent with residents' care needs.

The focus of this expected outcome is 'results for residents'.

Results

- The home's environment reflects the safety and comfort needs of residents. For example:
 - safe access to clean and well-maintained communal, private, dining and outdoor areas
 - sufficient and appropriate furniture
 - comfortable internal temperatures and ventilation
 - a comfortable level of noise
 - a secure internal and external environment.
- Residents/representatives confirm they are satisfied the home ensures a safe and comfortable environment according to residents' needs and preferences.

Processes

Consider:

- How does the home regularly assess its living environment relative to resident care needs and the safety and comfort it affords them? This may include:
 - prevention of clutter
 - facilitation of mobilising including in outdoor areas as appropriate
 - access to aids such as call bells, toilets and mobility aids
 - lighting
 - calmness of an evening
 - security
 - cleaning programs.
- How does the home ensure residents' private environments are protected and respected?
- How are plans developed and communicated to the relevant staff and health specialists where assessment identifies needs? For example, is there any prescription or instructions by medical and health professionals including authorisation where appropriate?
- How are safety and comfort interventions delivered consistent with planning and care needs?
- How does the home identify and carry out appropriate preventative and routine building and equipment maintenance?
- How are actual and potential hazards and accidents reported and acted on?
- How does the home regularly review its practices for providing a safe and comfortable environment consistent with residents' care needs? For example, does the home monitor and review:
 - its general approach to comfort and safety in the home and its effectiveness

- the effectiveness of its approach in meeting individual residents' comfort and safety needs and preferences
- environmental strategies for avoiding restraint of residents and ensuring residents with challenging behaviours (such as wandering) are safe
- staff practices?

Links to related expected outcomes

- *Expected outcome 1.6 Human resource management*

The sufficiency of staff would be considered necessary for maintaining a safe and comfortable living environment.

- *Expected outcome 1.7 Inventory and equipment*

The maintenance processes of the home as well as the supply of appropriate goods and equipment would be considered necessary for maintaining a safe and comfortable living environment.

- *Expected outcomes of Standard Two*

Poor and inappropriate promotion of a safe and comfortable living environment may affect the provision of all health and personal care services to residents, for instance, in relation to effective behavioural management, prevention of skin tears and promotion of mobility, appropriate sensory stimulation and sleep.

- *Expected outcomes of Standard Three*

A safe and comfortable living environment is inherent in various expected outcomes of Standard Three, for instance, in relation to the privacy and dignity of residents, the promotion of independence, the facilitation of leisure activities, and the ability of residents to personalise their environment. Elements of expected outcome 4.4 Living environment are also encompassed in the Charter of residents' rights and responsibilities.¹³

- *Expected outcome 4.1 Continuous improvement*

Information on incidents and risks relating to the safety of the living environment would be expected to inform the home's processes for continuous improvement.

- *Other expected outcomes of Standard Four*

Other aspects of Standard Four may affect the management of the living environment, for instance, the environment should minimise emergencies and other risks including infections, it should be safe, and it should be clean. Systems used to ensure a safe and comfortable environment for residents may in some cases be those used to ensure a safe working environment for staff, as well as for visitors (principle of Standard Four).

¹³ *User Rights Principles 1997 Schedule 1*

Expected outcome 4.5 Occupational health and safety

This expected outcome requires that:

Management is actively working to provide a safe working environment that meets regulatory requirements.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates it is working to provide a safe working environment that meets regulatory requirements.
- Management can demonstrate its practices and actions to provide a safe working environment (including safety procedures and other statistics) are effective.
- Staff are made aware of, and can demonstrate they observe safe practices.
- Staff are made aware of, and have input into the home's occupational health and safety system.

Processes

Consider:

- Does the home have a system to regularly monitor and improve health and safety? For example, is there:
 - regular assessment and reporting of risk, and potential and actual hazards related to the physical environment, chemical or dangerous goods, equipment, staff infections, stress, and systems of work
 - identification of improvement opportunities regarding health and safety
 - implementation of improvement activities
 - review and follow-up including information and data on performance on occupational health and safety?
- What instruction, training and supervision does the home provide to employees to enable them to work safely? This may include:
 - the documentation of procedures, including safe practices which reflect regulatory requirements
 - monitoring to ensure staff perform safe work practices
 - regular consultation with staff about hazards identified
 - staff education in occupational health and safety issues
 - information regarding how to identify and report actual and potential hazards and accidents.
- Is all equipment subject to routine and preventative maintenance?

Links to related expected outcomes

- *Expected outcome 1.6 Human resource management*
The sufficiency of staff would be considered necessary for maintaining a safe working environment.
- *Expected outcome 1.7 Inventory and equipment*
The maintenance processes of the home as well as the supply of appropriate goods and equipment would be considered necessary for maintaining a safe working environment.

- *Expected outcome 4.1 Continuous improvement*

Information on incidents and risks relating to the safety of the working environment would be expected to inform the home's processes for continuous improvement.

- *Expected outcome 4.2 Regulatory compliance*

Expected outcome 4.5 Occupational health and safety requires that "management is actively working to provide a safe working environment that meets regulatory requirements".

- *Expected outcome 4.3 Education and staff development*

Staff should be skilled and knowledgeable in the application of safe work systems.

- *Other expected outcomes of Standard Four*

Other aspects of Standard Four may affect the management of the working environment, for instance, the environment should minimise emergencies and other risks including infections, it should be safe, and it should be clean. Systems used to ensure a safe working environment for staff may in some cases be those used to ensure a safe and comfortable living environment for residents, as well as for visitors (principle of Standard Four).

Expected outcome 4.6 Fire, security and other emergencies

This expected outcome requires that:

Management and staff are actively working to provide an environment and safe systems of work that minimise fire, security and emergency risks.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates the home has established procedures for detecting and acting on fire, security or other emergency risks and incidents.
- The relevant staff know and understand these procedures. This includes:
 - location of resident lists
 - understanding of the fire, emergency and evacuation plans and procedures and their roles and responsibilities in such an event
 - ability to safely and effectively use the fire, security and emergency equipment for its intended purpose
 - staff training.
- Residents/representatives know what they should do on hearing an alarm.
- The home has a certification inspection report (insofar as it relates to fire) against the 1999 certification instrument and reports of subsequent actions (if applicable).
- Approved professionals carry out independent fire inspection reports and actions are taken in relation to recommendations.

Processes

Consider:

- Are fire detection, security and emergency evacuation procedures and plans documented and accessible to staff? This includes:
 - evacuation procedures are complete, up-to-date and appropriately placed
 - up-to-date lists identifying residents' transfer and other needs as necessary
 - appropriate placement of evacuation plans (maps of the home).
- Are appropriate systems, equipment and environmental controls in place? This includes:
 - the testing and tagging of all equipment owned by the home or brought in by residents
 - emergency exits that are clearly marked, free from obstruction, well-lit, secure and large enough to facilitate transfer of residents and staff in the event of an evacuation
 - appropriate fire detection and fighting equipment that is maintained and fit-for-use
 - a lack of combustible materials in and around the premises
 - the home's smoking policy.
- How does the home provide adequate training and information to staff to enable them to take appropriate action in the case of a fire, security or other emergency? This includes training and information to new staff, and to all staff on an ongoing basis.

- How does the home conduct regular reviews of the fire, security and other emergency procedures and practices? This may include:
 - review of certification inspection reports
 - review of independent fire safety inspection reports, carried out by an approved professional
 - maintenance of records of fire drills
 - review of resident transfer needs associated with evacuation.

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible in the event of a fire, security or other emergency.

- *Expected outcome 4.1 Continuous improvement*

Information from the review of certification inspection reports, other internal/external reviews and other identification of fire, security and other emergency hazards/incidents may be used to inform the home's processes for continuous improvement.

- *Expected outcome 4.2 Regulatory compliance*

There are various state and territory laws and guidelines which govern the fire, security and emergency management systems of homes. Whilst assessors do not assess compliance with such requirements, the home should be able to demonstrate how its processes are in accordance with relevant protocols.

- *Expected outcome 4.3 Education and staff development*

All staff should be skilled and knowledgeable in the processes involved in managing a fire, security or emergency risk, including an evacuation.

Expected outcome 4.7 Infection control

This expected outcome requires that there is:

An effective infection control program.

The focus of this expected outcome is 'results'.

Results

- Management demonstrates its infection control program (plans, procedures, practices, equipment) is effective in identifying and containing infection.
- Management has information on infection or other statistics about the effectiveness of its infection control program in identifying, containing and preventing infection.
- Staff practice is consistent with Australian government infection control guidelines.

Processes

Consider:

- Is there a central point of responsibility for the infection control program?
- Does the home have contingency plans for an outbreak (such as pandemic influenza or epidemic gastroenteritis)?
- How does the home access information on current community outbreaks and on how to control the spread of specific infections?
- How does the home ensure the effectiveness of risk assessments to identify potential sources of infection/cross infection?
- How does the home ensure the effectiveness of prevention strategies to minimise the incidence of infection in all areas of the home including processes and facilities for the implementation of standard precautions such as:
 - processes and facilities for hand-washing and use of personal protective equipment
 - processes and facilities for the provision of health and personal care services
 - processes and facilities for cleaning, disinfecting and sterilising equipment and laundry items
 - processes and facilities for ensuring food hygiene
 - pest control measures
 - vaccination programs for residents and staff
 - the containment of sharps, contaminated waste and blood spills?
- How does the home provide appropriate induction and ongoing training for staff about the principles and practices of infection control?
- How does the home regularly monitor and review the effectiveness of its infection control program? For example, does the program include:
 - infection surveillance which includes the collection and analysis of resident infection information
 - monitoring and review of staff practices
 - identification of infection control issues
 - implementation of improved practices, processes or facilities?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies are accessible for preventing and managing infection.

- *Expected outcomes of Standard Two*

Poor and inappropriate infection control practices may affect the provision of all health and personal care services to residents, for instance, in relation to the provision of skin care, continence management, or personal care tasks such as oral and dental care.

- *Expected outcome 4.1 Continuous improvement*

Information on incidents and risks relating to the safety of the living environment would be expected to inform the home's processes for continuous improvement.

- *Expected outcome 4.2 Regulatory compliance*

There are various state and territory laws and guidelines which govern infection control practices. Whilst assessors do not assess compliance with such requirements, the home should be able to demonstrate how its processes are in accordance with relevant protocols.

- *Expected outcome 4.3 Education and staff development*

All staff should be skilled and knowledgeable in the processes involved in preventing and managing infections.

- *Expected outcomes 4.4 Living environment and 4.5 Occupational health and safety*

The prevention and management of infections is one way homes ensure safe living and working environments.

- *Expected outcome 4.8 Catering, cleaning and laundry services*

The provision of infection control processes in relation to food safety, cleaning processes and the handling of laundry would be expected to be present in the home.

Expected outcome 4.8 Catering, cleaning and laundry services

This expected outcome requires that:

Hospitality services are provided in a way that enhances residents' quality of life and the staff's working environment.

The focus of this expected outcome is '**results for residents (and others)**'.

Results

- Hospitality services are provided in a manner which is friendly and generous towards residents.
- Management demonstrates hospitality services are provided in a way that enhances residents' quality of life and the working environment of staff.
- Residents/representatives confirm the effectiveness of the home's hospitality services in meeting residents' needs and preferences.

Processes

Consider:

- How does the home ensure regular assessments of residents' needs and preferences are conducted and communicated in relation to hospitality services? For example:
 - Are residents/representatives informed of the hospitality services offered?
 - Can residents/representatives and staff provide feedback about residents' individual needs, the services provided and the manner of their provision?
- How does the home plan the catering, cleaning and laundry services provided as per resident assessments and preferences? This may include:
 - the standard of catering service to be delivered, for example, choice, quality and quantity
 - specific individual residents' needs and preferences
 - relevant instructions by medical and health professionals
 - ability and understanding necessary to perform tasks associated with meals and laundry services.
- How does the home provide hospitality services consistent with its planning? For instance, are:
 - residents' needs and preferences communicated to relevant people
 - hospitality services provided in accordance with health and hygiene standards, in particular infection control requirements?
- How does the home regularly review its hospitality services including through:
 - ongoing identification of residents' changing needs and preferences which may then result in improved practices
 - the monitoring of staff practices?

Links to related expected outcomes

- *Expected outcome 1.7 Inventory and equipment*

It is expected that appropriate equipment and supplies (including catering supplies and cleaning/laundry products) are accessible for providing suitable meals, and adequate cleaning and laundry services.

- *Expected outcomes 2.10 Nutrition and hydration, 2.14 Mobility, dexterity and rehabilitation, 2.15 Oral and dental care and 2.16 Sensory loss*

Poor and inappropriate catering practices may affect the provision of health and personal care services to residents, for instance, the provision of catering services may impact on the nutritional value of meals, assistance at meals for residents with dexterity or oral and dental health problems, and sensory stimulation facilitated by the aroma and flavour of food.

- *Expected outcomes of Standard Three*

Various expected outcomes relating to resident lifestyle may affect the catering and laundry services of the home, for instance, residents may have choice of doing their own laundry (if adequate facilities are available), residents' meal preferences (including in relation to cultural needs) should be taken into consideration, and assistance at meals should promote dignity, whilst also encouraging independence.

- *Expected outcomes 4.4 Living environment and 4.7 Infection control*

The home's cleaning and laundry practices may affect the safety and comfort of the living environment, as well as the home's infection control program.

- *Expected outcome 4.5 Occupational health and safety*

Catering, cleaning and laundry services are expected to enhance the working environment of staff.