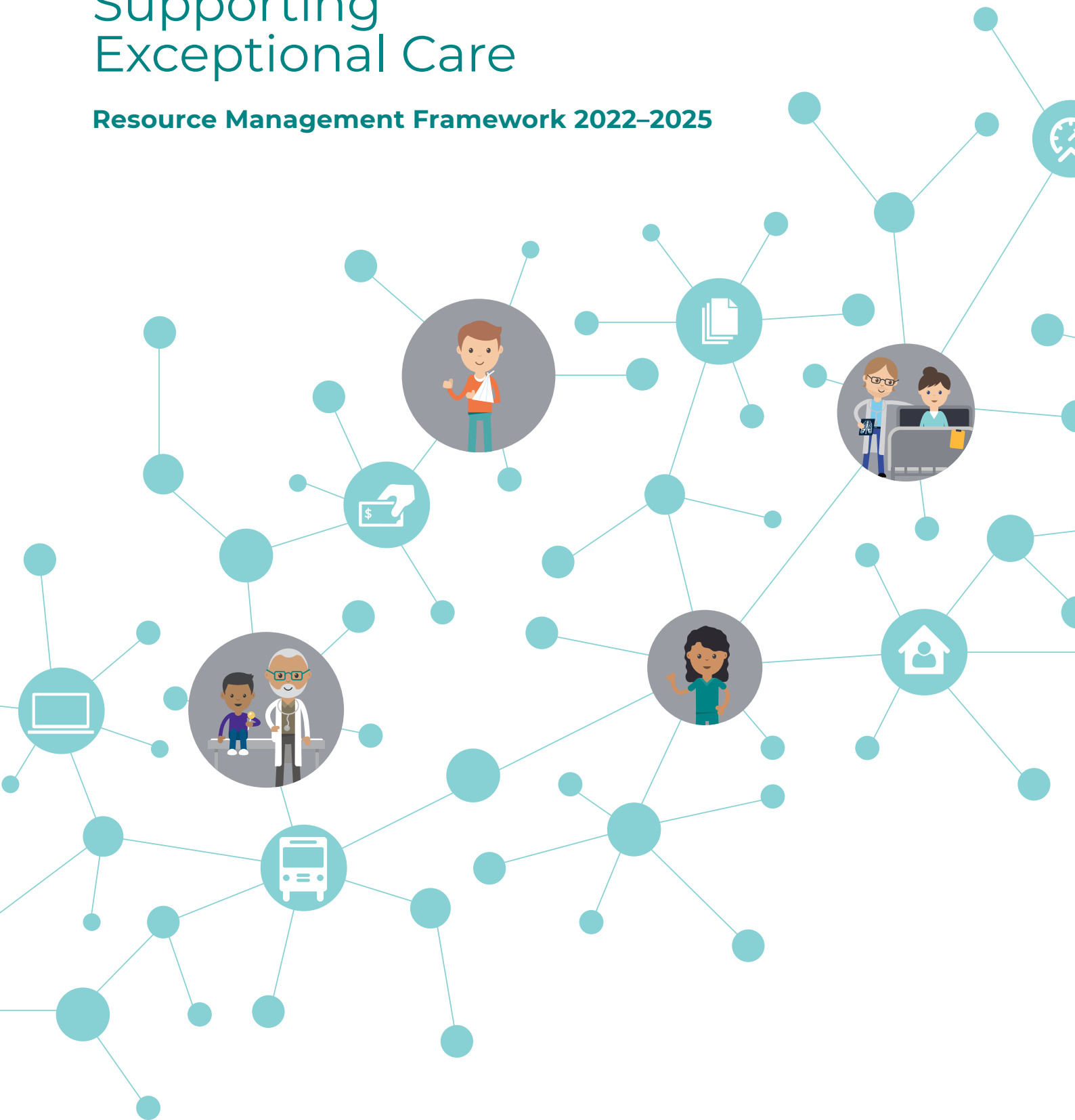


# Canberra Health Services Supporting Exceptional Care

Resource Management Framework 2022–2025



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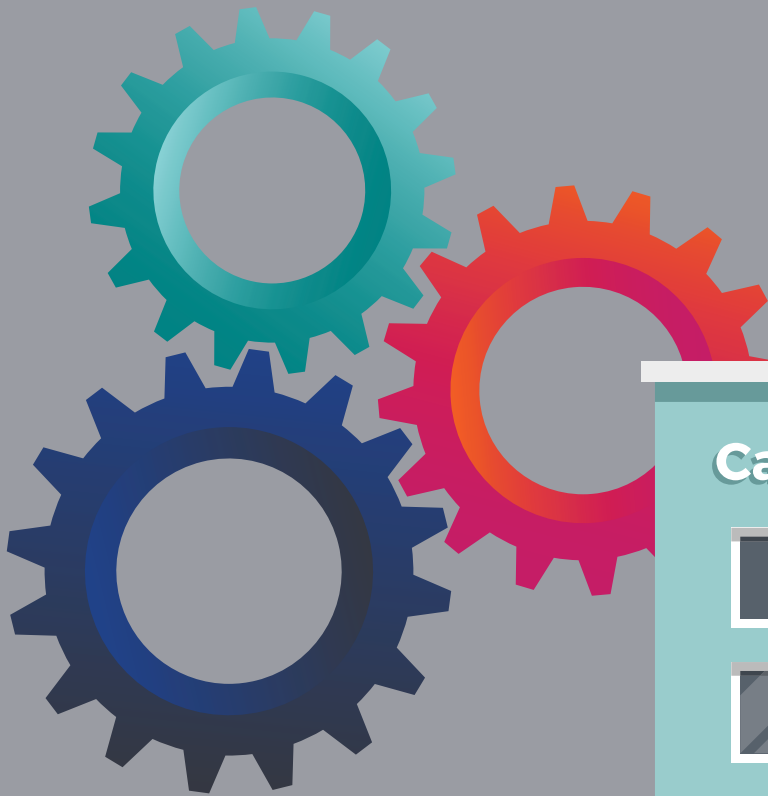
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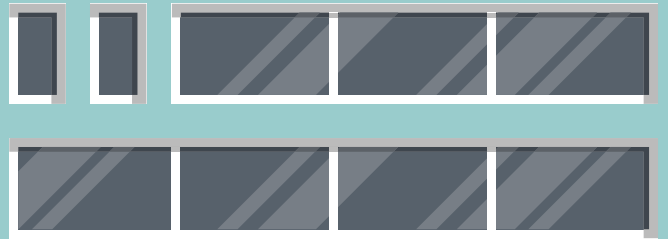
Endorsed by Canberra Health Services Chief Executive Officer 4 February 2022

To be reviewed in January 2025

# Supporting exceptional care.



**Canberra Health Services**



# Why?

At CHS we want the health care we provide to be exceptional. Every member of our CHS team has a role to play in providing exceptional care to our consumers.

**Our Vision is ‘creating exceptional health care together’.**

This means:

Together we are a caring team.

We will be successful when:

- people say, every day, ‘I trust you to look after me when I am at my most vulnerable’
- carers and family members say, every day, ‘I feel safe to leave my loved one in your care’
- staff and healthcare partners say, every day, ‘I have pride in my work, and I want to help us all improve’.

We celebrate our successes as one community, and we create a world where people flourish in their best health.

This is our promise to each other, our consumers, their families and carers and our community.

To achieve this vision, we need to have a shared understanding of what exceptional care looks like for our consumers, their families and carers, our community and each of us. We need to translate this into our everyday actions.

**To receive exceptional care, it is important to our consumers that their care is:**



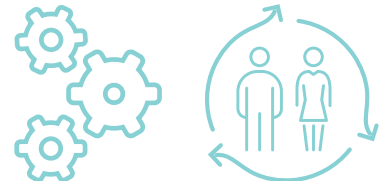
## Personal

I am seen and treated as a respected person



## Effective

My care helps me to feel better



## Connected and accessible

Everyone is on the same page about my care



## Safe

I feel safe



## Well-led

I have confidence and trust in those caring for me

This shared understanding and ownership of exceptional care, by all members of the CHS team, makes it possible to keep our promise to our consumers, their families and carers, our community and each other to create exceptional health care together.

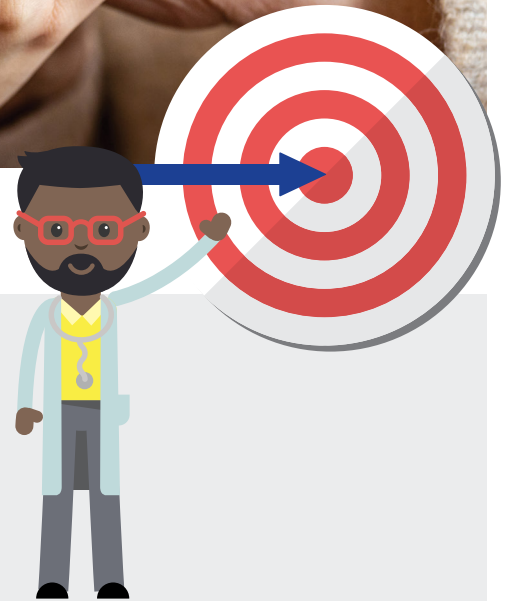


## Our Resource Management Framework

To ensure that we can deliver on our vision, it is essential that we have the right people, using the right tools and information, in the right environment. Our Resource Management Framework describes the approach across CHS to the efficient and effective management of our human, financial, environmental and other resources to deliver exceptional care. It supports accountability to our community for ensuring resources are managed effectively and efficiently and helps our team members at all levels deliver high quality services.

This framework supports delivery of all our other governance frameworks, including our **Exceptional Care, Clinical Governance, Partnering with Consumers, Risk Management, Planning, People, Performance Reporting and Monitoring, and Improvement and Innovation Frameworks.**





## What?

### Our goal

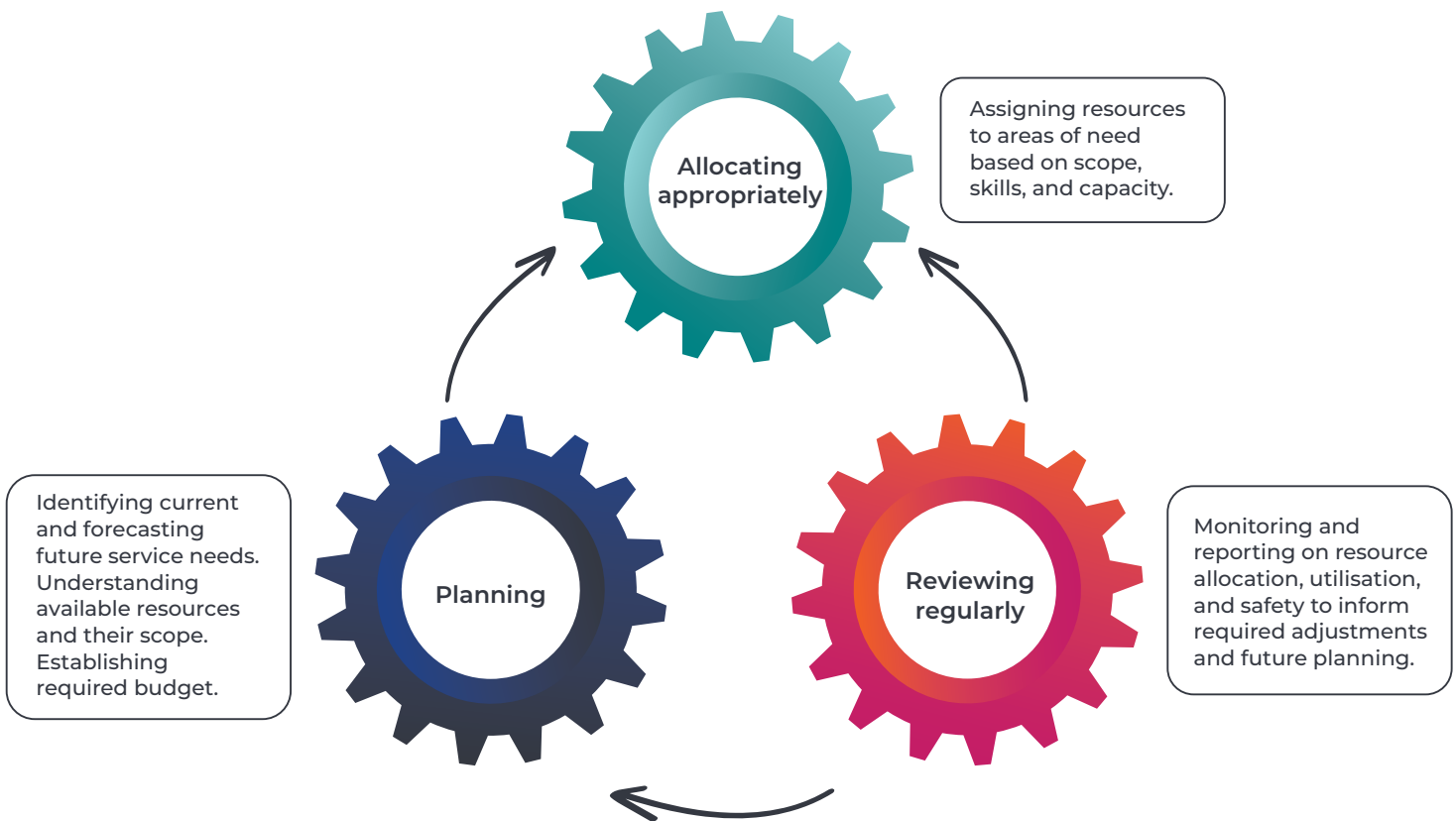
**Our resource management goal is to ensure that:**

- we deliver services which meet the needs of our consumers, our team members, our organisation and our government
- our team members have the right tools and information, in the right environment, supported by the right people to enable them to deliver exceptional care for every consumer, every time
- CHS is a great place to work
- we maximise efficiencies and reduce waste.

# Our principles

Effective resource management helps us deliver on our day-to-day business in the most effective way possible. It helps us to prepare for and adapt to changing situations, improves workforce motivation and culture, reduces burn out and improves transparency and fairness across the service. Our resource management systems and processes are managed in accordance with the ACT Public Service Integrity Policy, our CHS Fraud and Corruption Policy and Fraud and Corruption Control Plan. We embed integrity processes, including reviewing conflicts of interest, into our resource management systems and processes at every level across the organisation.

Our principles of effective resource management are:



Underpinning these principles are our procurement processes which play an integral role in effective resource management.

Our CHS procurement processes provide a centralised and coordinated approach to the procurement of physical and IT resources. This ensures:

- value for money
- lawful procurement consistent with guidelines
- practical and serviceable equipment
- optimal integration of procured equipment and resources with existing or planned infrastructure.

# How?

The foundations set out in this framework ensure the management of human, financial, equipment, infrastructure and other resources are managed in accordance with endorsed policies and procedures:

- **governance** – we manage our resources through empowerment, clear accountability and delegations
- **culture and leadership** – strong leadership and a culture of respect and reliability are key elements for the use and allocation of resources
- **managing performance** – we have a system of independent review and assurance of our resource management systems and processes, undertaken by our internal audit and independent audit and risk functions.

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## Human resources



Our approach to human resources is outlined further in **Our People Framework**. We plan strategically for our future workforce needs and enhance employee attraction and retention. We invest in training and development programs to enable all team members to enhance their capabilities for the future. Human Resources are overseen by the Our People Committee.

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## Financial resources



Financial resources are managed in accordance with the Financial Management Act 1996 and the Chief Executive Officer's Financial Instructions. Financial resources are overseen by the Executive Committee.

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## Equipment and infrastructure



Equipment, including IT, clinical equipment, and other technology, supplies and physical infrastructure enable the provision of high-quality care, workforce education and training. Ensuring infrastructure meets its intended purpose and can fulfill contemporary requirements, allows for the highest quality services to be offered. Infrastructure planning further integrates a sustainability (including environmental) objective and ensures adaptability to service changes when there are new ways of working and emerging trends (for example telehealth infrastructure, supply chain requirements and system interoperability).

The Our Infrastructure Committee (OIC) provides oversight on CHS capital infrastructure, including the delivery of the CHS Asset Management Strategy. OIC is responsible for the delivery of strategic infrastructure that incorporates contemporary changes aligned with the CHS Resource Management Framework.



## Measuring our progress

Our Audit and Risk Management Committee holds meetings at least five times per year, with separate meetings scheduled to review the CHS annual financial and performance statements.

Our Audit and Risk Management Committee reviews and provides independent advice on the appropriateness of CHS:

- system of risk oversight and management
- financial reporting
- performance reporting
- systems of internal control.

Our Resource Management Framework is reviewed every three years, or more often as required. Annual maturity self-assessments are completed and action plans developed to ensure we are continually improving how this framework is embedded across the organisation.

# Who?

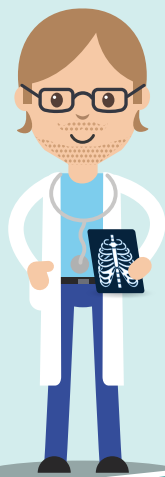
## Your role

Every level of the organisation has a role to play in ensuring effective resource management.

**To receive/feel confident in the care I receive...**

**It is important to me, my family, and carers that:**

- I provide feedback if equipment needs replacing or doesn't meet my needs
- the team caring for me has the appropriate training, staffing levels and equipment
- I can access information about how money is spent and how resources are procured, fairly and transparently.



**To provide safe quality care...**

**It is important that:**

- I have access to high quality and safe equipment and infrastructure to help keep my patients and myself safe
- I abide by all relevant policies, procedures and processes related to resource management
- I have the support of a team which is appropriately trained and supported.

## To support safe quality care...

### It is important that:

- I have access to high quality, safe equipment and infrastructure to help keep consumers, other team members and myself safe
- I abide by all relevant policies, procedures and processes related to resource management
- I have the support of a team which is appropriately trained and supported.



**Non-Clinical  
Team Members**



**Managers  
and Senior  
Clinicians**

## To lead safe quality care...

### It is important that:

- I ensure my team are aware of and abide by all relevant policies, procedures and processes related to resource management
- I provide reports on resource management within my area
- I advocate for my team and my patients to ensure we have appropriate resources to provide exceptional care
- I make decisions about resource management appropriate to my position and ensure team members do the same.

## To lead and govern exceptional care...

### It is important that:

- I plan for the future when allocating resources
- I ensure resources are managed fairly and transparently
- I delegate decision making through empowerment and clear accountability
- I communicate and oversee adherence to relevant policies and procedures related to resource management
- I ensure that all CHS and whole of government procurement policies and procedures are followed by all team members.



**Executive**

### Acknowledgement of Country



Canberra Health Services acknowledges the Traditional Custodians of the land, the Ngunnawal people. Canberra Health Services respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. Canberra Health Services also acknowledges and welcomes Aboriginal and/or Torres Strait Islander peoples who are part of the community we serve.