

Governance and Management



Review Date: 21/07/2027

Introduction

Governance is the system or process by which organisations are directed, controlled and held accountable to ensure that the right decisions are made.

Evans Head Preschool Association Inc. recognises the importance of having a framework of rules, relationships, systems and processes within, and by which authority is exercised and controlled in the organisation. We view good governance and management as essential to our provision of quality education and care.

Evans Head Preschool Association Inc. is committed to ensuring that the **safety, wellbeing and best interests of children are paramount** in all aspects of governance, leadership, decision-making and service delivery.

In accordance with the **NSW child safety reforms** and the **Children (Education and Care Services National Law Application) Amendment Act 2025**, the Management Committee ensures that the **paramountcy principle**—that the best interests of the child take precedence over all other considerations—is embedded within the organisation's governance framework, policies, procedures and practice.

The service recognises that children have a fundamental right to feel safe, be listened to, and be protected from harm. Governance arrangements actively promote a **child safe culture**, in which child safety is embedded in organisational leadership, accountability systems and everyday practice, consistent with the **NSW Child Safe Standards**.

Goals – What are we going to do?

Our preschools are committed to ensuring good governance and accountability to its stakeholders by:

- ▶ Conducting our affairs legally, ethically and with integrity, ensuring compliance with our Constitution and all funding, regulatory and legislative requirements placed on the organisation.
- ▶ Remaining solvent and complying with our financial obligations.
- ▶ Identifying organisational risks and legal obligations and managing these.
- ▶ Ensuring mechanisms are in place for fair and transparent governance.

Strategies – How will it be done?

ROLES AND RESPONSIBILITIES

Management

The management of Evans Head Preschool Association Inc. is overseen by a Management Committee.

The Management Committee is accountable to members for the performance of the organisation.

Child Safety Governance Responsibilities

The Management Committee holds ultimate responsibility for ensuring the service is a **child safe organisation**. This includes:

- Ensuring the **paramourty principle** is applied to all governance decisions, risk assessments and strategic planning.
- Overseeing the implementation and regular review of **child safe policies and procedures**.
- Ensuring compliance with **NSW child safety reforms**, including restrictions on inappropriate conduct and personal device use where applicable.
- Monitoring child safety risks through governance mechanisms including compliance reviews, incident reporting, and reflection on practice.
- Supporting the Director and Educational Leaders to foster a culture where **children's voices are respected**, concerns are acted upon, and reporting is encouraged.

Management Committee Role

The Management Committee has overall responsibility to members for the sustainability and relevance of the service. The Management Committee will direct its activities towards achieving the organisation's goals and implementing the organisation's Quality Improvement Plan by guiding and monitoring the organisation's business and affairs in line with the objects as set out in the organisation's constitution and in line with the organisation's mission statement and philosophy.

In carrying out its responsibilities, the Management Committee undertakes to maximise the value and contribution of the organisation to the community, and to serve the interests of the organisation's members, employees and families and children using the service. In serving these interests there is an implicit understanding that the rights of the child are paramount in all decision making.

The Management Committee is the employer and is responsible for the management and control of the organisation as the Approved Provider of education and care under the *Children Education and Care Services National Law 2010* and the *Education and Care Services National Regulations 2011*.

Policies

The Management Committee will:

- ▶ Ensure that a comprehensive set of policies are in place as required under Education and Care Service Regulations and other Regulations and laws that the service must comply with;
- ▶ Ensure that these policies comply with relevant legislation;
- ▶ Update these policies on a regular basis;
- ▶ In accordance with R.172 of the Education and Care Services National Regulations, the service will ensure that families of children enrolled at the service are notified at least 14 days before making any change to a policy or procedure that may have significant impact on the provision of education and care to any child enrolled at the service; a family's ability to utilise the service; the fees charged or the way in which fees are collected.

Compliance Measures

The Management Committee will:

- ▶ Ensure that the organisation's constitution is followed at all times;
- ▶ Ensure that the Constitution/ Articles of Association is reviewed at least every three years;
- ▶ Ensure that each new member of the Management Committee is provided with a copy of the organisation's constitution and Quality Improvement Plan on their appointment to the Management Committee.

Management Committee Responsibilities

The Management Committee oversees the strategic direction and monitors performance of the organisation. The Management Committee will provide effective governance to ensure excellent overall management of the organisation's business and financial objectives.

In addition, the Management Committee members may delegate any of their powers (with the exception of the power of delegation and responsibilities as Approved Provider) to a director, an employee or other person.

The Management Committee delegates the responsibility of implementing the strategic plan and day-to-day management of the organisation to the service's Director.

In discharging its powers, each Management Committee member will be bound by the Constitution and all policies of the organisation.

The Management Committee's authority includes:

- ▶ Overseeing the organisation including its control and accountability systems;
- ▶ Appointing or replacing the Director;

- ▶ Ratifying the appointment of all staff members;
- ▶ Developing organisational strategy and performance objectives;
- ▶ Reviewing, ratifying and monitoring systems or risk management and internal control, codes of conduct, and legal compliance;
- ▶ Monitoring the Director's performance and implementation of strategy;
- ▶ Approving and monitoring financial and other reporting;
- ▶ Authorising appropriate delegations within the organisation;
- ▶ Ensuring appropriate resources are available to carry out the organisation's functions; and
- ▶ Approving and monitoring the progress of major capital expenditure.

RISK MANAGEMENT

Risk management systems give **priority consideration to risks relating to child safety**, including physical, emotional, cultural and online environments.

The Management Committee ensures that child safety risks are proactively identified, mitigated and reviewed, consistent with the expectation that **children's safety and protection from harm is paramount**.

The Management Committee will:

- ▶ Ensure the organisation operates with and to a valid Constitution/ Articles of Association and that all governance and management practices of the Management Committee and staff align with the Constitution/Association Incorporation Act.
- ▶ Demonstrate achievement of this through accessible meeting minutes.
- ▶ Make provision for committee members to receive ongoing support and professional development in the implementation of effective and evidence-based governance practice.

CODE OF CONDUCT

All Management Committee members commit to upholding a **child safe culture**, demonstrating behaviours that prioritise children's safety, dignity and rights at all times. Any conduct or decision-making that compromises child safety is inconsistent with the values and obligations of the organisation and will be addressed immediately

The Management Committee members will:

- ▶ Commit themselves as members to ethical, businesslike, and lawful conduct, including proper use of authority and professional decorum when acting as Management Committee members;

- ▶ Demonstrate un-conflicted loyalty to the interests of the organisation when acting as a Management Committee member;
- ▶ Avoid conflicts of interest with respect to their role;
- ▶ Annually disclose their involvement with other organisations or companies that currently do business or may do business with the organisation;
- ▶ Immediately disclose to the Management Committee any and all impending conflicts of interest. That member shall absent themselves without comment from both the deliberation and final decision-making;
- ▶ Not use information exclusive to Management Committee members for personal gain and will respect the confidentiality of all information obtained during meetings or through their role;
- ▶ Respect the confidentiality appropriate to issues of a sensitive nature;
- ▶ Work in partnership with the service Director to make decisions whilst respecting their boundaries and professional role within the organisation.
- ▶ Ensure that families and staff, as essential stakeholders in the policy review process, are given opportunity and encouragement to be actively involved.

Related Legislation

Education and Care Services National Law Act 2010

Education and Care Services National Regulations 2011: Regulations 168(2)

NSW Association Incorporation Act 2009

- Children (Education and Care Services National Law Application) Amendment Act 2025 (NSW)
- NSW Child Safe Standards
- Children's Guardian Act 2019 (NSW)

Related guidelines, standards and frameworks

National Quality Standard, Quality Area 7: Governance & Leadership – Standards 7.1.1, 7.1.2, 7.1.3

Related Policies

- Mission Statement
- Service Philosophy
- Employee Orientations
- Determining the Responsible Person
- Family Participation and Communication
- Equal Employment Opportunity
- Priority of Access
- Payment of Fees
- Complaints and Feedback
- Privacy
- Risk Management and Financial Procedures

Appendices

- Governance
- PARAMOUNTCY DECISION-MAKING TOOL

Evaluation

This policy will be updated whenever feedback or a complaint is received which may improve systems. Otherwise, it will be revisited every two years.

Approved Provider Representative:

President's Name: Ashleigh Mitchell

President's Signature:

Date: 20/05/2026

REVIEW DATE: 20/05/2026

Policy Dated	Adopted by	Review Date
25/06/2018	Belinda Fayle	25/06/2020
29/04/2021	Kieran O'Reilly	29/04/2023
09/05/2023	Narissa Cuskelly	09/05/2025
21/07/2025	Ashleigh Mitchell	21/07/2027
20/05/2026	Ashleigh Mitchell	20/05/2028

Governance

The National Quality Framework (NQF)

All preschools in Australia operate under an Australian Governmental Quality Framework called the “*National Quality Framework*” (NQF).

The Law

The foremost component of the NQF is the National Law called “*Children (Education and Care Services National Law Application) Act 2010*”. This Law regulates education and care services for children.

The Regulations

The way that this law is applied is detailed through the “*Education and Care Services Regulations*”. These regulations are the practical details and rules under the law (A Really Simple guide to The New Regulations. Community Childcare Cooperative 2011:3). Amongst other things, the Regulations set out the minimum operational requirements of an Early Education and Care Service.

The National Quality Standards (NQS)

The NQS is a schedule to the National Regulations (The Guide to the National Quality Framework, ACECQA:9). The NQS is part of the Regulations.

The Learning Framework

NQS 1.1 prescribes that the educational program and practice i.e. curriculum decision making must be based upon the approved learning framework. The approved learning framework for preschools in NSW is the Early Years Learning Framework called “*Belonging, Being & Becoming*” (DEEWR, 2009). This document is generally referred to as the “*EYLF*”.

The aim of the EYLF is to extend and enrich children’s learning from birth to 5 years and through the transition to school. It assists services to provide young children with opportunities to maximise their potential and develop a foundation for future success in learning (Guide to the NQF, ACECQA, 2011:10).

The Australian Children’s Education and Care Quality Authority (ACECQA)

ACECQA is the national body jointly governed by the Australian Government and state and territory governments to oversee the NQF system.

NSW Department of Education (DoE)

Under the NQF, each state and territory has its own *Regulatory Authority* that has primary responsibility for the approval, monitoring and quality assessment of services in their jurisdiction in accordance with the national legislative framework and in relation to the NQS (Guide to the NQF, ACECQA, 2018). In NSW, the Department of Education is the *Regulatory Authority*.

Approved Provider

Our preschool operates under a community-based not-for-profit model of management. This means that we have a Management Committee (comprised of parents of enrolled pre-school children and other community members) and, any profits made by the preschool are fed back into the service. The management committee of the preschool is referred to as the “*Approved Provider*” under the Regulations. Our preschool is an Incorporated Association. This is the pre-school’s business structure.

Management Committee

The *Approved Provider* or the Management committee is responsible for the overall performance of the organisation. They determine the service’s mission and purpose, set the strategic directions of the organisation, that is, develop the service’s strategic plan, appoint and monitor the performance of the director/nominated supervisor, ensure staff are employed in accordance with industrial obligations, ensure compliance with legal obligations, ensure the ongoing financial sustainability of the service, monitor and evaluate the service’s performance against the strategic plan (including the committee’s own performance), enhance the profile of the service in the community and recruit and orient new committee members. (*Community Connections Solutions Australia Fact Sheet, “Roles and Responsibilities of the Committee/Board”*).

The Management Committee operates under the NSW Associations Incorporation Act 2009, and our Constitution. Therefore, we have Executive committee member roles of President, Vice President, Treasurer and Secretary, as well as 3 ordinary committee members. These positions are annually elected and filled at each Annual General Meeting (AGM) during March.

Pre-School Director’s

While a Director fills the role of Public Officer, he/she does not have voting rights at committee meetings, however, he/she forms an integral part of the management team. In children’s services, the Director is employed to:

- manage the day to day operations of the service including supervising other staff;
- provide relevant and up-to-date information to the committee to assist with their decision-making;
- work in partnership with the committee to achieve the service’s mission and purpose;
- and report to the committee on progress against the service’s strategic plan.

The Director of the preschool is the expert in regards to the pedagogy of the centre and informs the Management Committee through knowledge.

Responsible Person

The National Law requires service providers to ensure that at all times the service is educating and caring for children, there is a *responsible person* present at a centre-based service. A Responsible Person is either:

- The *Approved Provider*
- The *Nominated Supervisor*
- An *Educator that have accepted the role in writing*

Nominated Supervisor's

The committee nominates an educational staff member (usually the director) to be the Nominated Supervisor of the service. They are responsible for the operation of the service along with the approved provider and for ensuring it is following the Law and Regulations. (Community Childcare Cooperative, Really Simple Guide the New Regulations, 2011:7). There can be more than one nominated supervisor.

A person placed in day-to-day charge of the service

Appointing a person in day-to-day charge enables there to be a responsible person at the centre-based service at all times the service is educating and caring for children. For example, they can be a point of contact for parents and staff in the absence of the Nominated Supervisor.

The person must give consent.

They must meet minimum requirements to be appointed to the role. Being in day-to-day charge of a service does not place any additional legal responsibilities on a person under the National Law. The responsibilities relevant to educators under the National Law continue to apply.

An Approved Provider does not have to appoint a person in day-to-day charge if a Nominated Supervisor or Approved Provider is to be the Responsible Person.

A person in day-to-day charge must be 18 years or older. The Approved Provider or the Nominated Supervisor must take reasonable steps to ensure the person:

- has adequate knowledge and understanding of the provision of education and care to children;
- has an ability to effectively supervise and manage an education and care service;

The Approved Provider or the Nominated Supervisor must have regard to:

- The person's history of compliance with the National Law and other relevant laws;
- Any decision under the Law to refuse, suspend, refuse to renew, or cancel a licence, approval, registration, certification or other authorisation granted to the

person under the National Law and other relevant laws.

A person who previously consented to be in day-to-day charge of the service will not need to provide consent again from 1 October 2017.

(*National Quality Agenda Review/ Responsible Person requirements for Approved Providers, ACECQA, 30 August 2017*).

Educational Leader

Under the National Law: Section 169 and the National Regulations: Regulations 118, 148 the Approved Provider of an education and care service must designate, in writing, a suitably qualified and experienced educator, coordinator or other individual as *Educational Leader* at the service, to lead the development and implementation of educational programs in the service.

According to Community Early Learning Australia's (CELA) Educational Leader fact sheet; an educational leader, through a collaborative process with educators, families and the community will guide the development of the program of learning and education for children. They will also assist with educator growth in reflection and the understanding of children's learning and development. This role is key to sound practice in the education and care of children – it is a role of great significance and importance.

Early Childhood Australia Association (ECA) Code of Ethics

A Code of Ethics is a set of statements about appropriate and expected behaviour of members of a professional group and, as such, reflects its values.

The Early Childhood Australia *Code of Ethics* was first developed in 1990 by a national working party, with considerable input from the early childhood field. The 2003-06 Code of Ethics Agenda resulted in a *Code of Ethics*, which was endorsed at Early Childhood Australia's National Council meeting in September 2006. The third version of the ECA Code of Ethics was published in 2016.

The *Code of Ethics* is owned by the field, rather than imposed upon it.

(Source:

<https://www.earlychildhoodaustralia.org.au/our-publications/eca-code-ethics/>)

You will find a copy of the ECA Code of Ethics displayed in the service. It is expected that at all times you will uphold the principles and values within it.

Appendix for Governance and Management

RISK MANAGEMENT AND CONFLICT REGISTER

Review Date: 20/05/2028

1. Statement

Evans Head Preschool Association is committed to maintaining a professional, ethical, and collaborative environment that supports the safety, well-being, and best interests of all children. Effective governance requires proactive identification and management of conflicts, including inappropriate conduct and conflicts of interest involving known persons.

This policy ensures that all stakeholders act with integrity, transparency, and accountability in line with legislative and regulatory requirements.

2. Paramountcy Principle

The safety, health, wellbeing, and best interests of the child are the **paramount consideration** in all decision-making, actions, and conflict resolution processes within the service.

Where conflicts arise between:

- adults (staff, families, management), or
- organisational priorities and individual interests

the needs and rights of the child will take precedence over all other considerations.

This includes:

- ensuring children are not exposed to conflict or inappropriate conduct
- prioritising child safety over personal, professional, or organisational interests
- taking immediate action where any conflict or behaviour may impact a child's wellbeing

2. Purpose

The purpose of this policy is to:

- Prevent and manage conflicts within the service
 - Promote ethical behaviour and professional conduct
 - Ensure fair and transparent decision-making
 - Mitigate risks associated with inappropriate conduct and conflicts of interest
 - Support compliance with governance and leadership standards
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3. Scope

This policy applies to:

- Approved Provider
 - Nominated Supervisor / Centre Director
 - Educational Leader
 - Educators and staff
 - Students, volunteers, and contractors
 - Families and other stakeholders
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4. Legislative and Quality Framework Alignment

This policy aligns with:

- Education and Care Services National Law and Regulations
 - National Quality Standard (NQS), including:
 - Quality Area 4 – Staffing Arrangements
 - Quality Area 6 – Collaborative Partnerships with Families and Communities
 - Quality Area 7 – Governance and Leadership
 - Child Safe Standards
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5. Definitions

Conflict of Interest:

A situation where an individual's personal relationships or interests could improperly influence professional decisions.

Known Persons:

Family members, friends, or close personal relationships that may create real or perceived bias.

Inappropriate Conduct:

Any behaviour that breaches the service’s Code of Conduct, including bullying, harassment, discrimination, victimisation, or unethical practices.

Conflict:

Any disagreement or dispute that may impact relationships, decision-making, or the quality of education and care.

6. Principles

The service is committed to:

- Acting in the best interests of children at all times
- Maintaining professionalism and ethical conduct
- Ensuring equity, fairness, and inclusion
- Managing conflicts promptly and respectfully
- Promoting transparency and accountability in governance
- Supporting a safe and respectful workplace culture

Conflict Mitigation Register – Early Childhood Governance

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Staff disagreements	Differences in opinions, communication breakdowns among educators	Reduced team cohesion, inconsistent care for children	Medium	Implement clear communication protocols; regular team meetings; conflict resolution training	Centre Director	Quarterly
Educator–family conflict	Disputes between staff and parents/guardians	Loss of trust, complaints, reputational damage	Medium	Clear communication policy; family engagement strategies; documented	Educational Leader	Quarterly

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Role ambiguity	Unclear roles/responsibilities within governance structure	Duplication of work, tension among staff	Medium	grievance procedures Maintain updated role descriptions; induction and ongoing training	Approved Provider	Annually
Cultural misunderstandings	Lack of cultural awareness leading to conflict	Exclusion, inequity, dissatisfaction	Low–Medium	Cultural competence training; inclusive policies; open dialogue	Centre Director	Biannually
Policy non-compliance	Failure to follow governance policies or regulations	Legal risks, penalties, safety concerns	Low	Regular audits; staff training; policy reviews	Compliance Officer / Director	Quarterly
Leadership conflict	Disagreements between management or board members	Poor decision-making, organisational instability	Low–Medium	Clear governance structure; documented decision-making processes; mediation if required	Approved Provider / Board Chair	Annually
Resource allocation disputes	Conflict over use of budget, materials, or staffing	Inefficiency, dissatisfaction among staff	Medium	Transparent budgeting; collaborative planning; documented priorities	Centre Director	Quarterly
Child-related disagreements	Differing views on behaviour guidance or care approaches	Inconsistent practices impacting children	Medium	Align with approved frameworks; staff training; reflective practice sessions	Educational Leader	Monthly

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Confidentiality breaches	Sharing sensitive information inappropriately	Loss of trust, legal implications	Low	Privacy policies; staff training; secure record systems	All Staff (monitored by Director)	Ongoing

Key Notes for Use

- Keep this register as a **living document**—review and update regularly.
- Align mitigation strategies with your **service philosophy, code of conduct, and regulatory standards**.
- Ensure all staff are aware of **grievance and conflict resolution procedures**.
- Document incidents and outcomes to inform continuous improvement.

Conflict Mitigation Register – Early Childhood Governance (Expanded)

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Staff disagreements	Differences in opinions, communication breakdowns among educators	Reduced team cohesion, inconsistent care for children	Medium	Clear communication protocols; regular team meetings; conflict resolution training	Centre Director	Quarterly
Educator–family conflict	Disputes between staff and parents/guardians	Loss of trust, complaints, reputational damage	Medium	Communication policy; family engagement strategies; grievance procedures	Educational Leader	Quarterly
Role ambiguity	Unclear roles/responsibilities	Duplication, tension, reduced accountability	Medium	Updated position descriptions; induction and training	Approved Provider	Annually
Cultural misunderstandings	Lack of cultural awareness	Exclusion, inequity,	Low–Medium	Cultural competence training;	Centre Director	Biannually

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Policy non-compliance	Failure to follow policies/regulations	dissatisfaction Legal risks, penalties, safety concerns	Low	inclusive practices Regular audits; compliance training; supervision	Director / Compliance Lead	Quarterly
Leadership conflict	Disagreements at management/board level	Poor decisions, instability	Low–Medium	Clear governance structure; mediation processes	Approved Provider / Board	Annually
Resource allocation disputes	Conflict over budget/resources	Inefficiency, staff dissatisfaction	Medium	Transparent processes; collaborative planning	Centre Director	Quarterly
Child-related disagreements	Differing approaches to behaviour guidance	Inconsistent care impacting children	Medium	Align with frameworks; reflective practice	Educational Leader	Monthly
Confidentiality breaches	Inappropriate sharing of sensitive info	Loss of trust, legal implications	Low	Privacy training; secure systems; clear policies	All Staff / Director	Ongoing

Additional High-Risk Governance Areas

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Inappropriate conduct (staff or stakeholders)	Behaviour that breaches code of conduct (e.g. bullying, harassment, discrimination, unprofessional behaviour)	Unsafe environment, legal action, regulatory breaches, harm to children or staff wellbeing	Low–Medium	Clear Code of Conduct; mandatory training; reporting procedures; immediate investigation; disciplinary processes; support mechanisms	Approved Provider / Director	Ongoing & after incidents

Conflict Area	Description of Risk	Potential Impact	Likelihood	Mitigation Strategies	Responsible Person	Review Date
Conflict of interest – known persons	Staff or management making decisions involving friends, family, or close relationships (e.g. enrolment priority, hiring, supervision bias)	Bias, unfair practices, reputational damage, governance failure	Medium	Conflict of interest policy; mandatory disclosure; remove individual from decision-making; maintain transparency	Approved Provider / Director	Annually
Favouritism or bias	Preferential treatment toward certain children, families, or staff (often linked to known persons)	Inequity, complaints, reduced trust	Medium	Supervision and observation; clear policies; training in equity and inclusion	Educational Leader / Director	Quarterly
Boundary breaches	Overly personal relationships between staff and families or colleagues	Ethical issues, conflicts, safeguarding concerns	Low–Medium	Professional boundaries training; clear guidelines; supervision	Centre Director	Biannually
Whistleblower suppression or protected disclosure	Staff reluctant to report misconduct or conflict	Ongoing risks, unresolved issues, compliance failure	Low	Confidential reporting systems; no-retaliation policy; leadership transparency	Approved Provider	Annually

Implementation Notes

- Ensure alignment with the **National Quality Framework (NQF)**, particularly **governance and leadership requirements**.
- Link this register to your **Code of Conduct, Child Safe Standards**, and **Complaint Handling Policy**.

- Maintain **documented conflict of interest declarations**, especially regarding known persons.
- Treat **inappropriate conduct and conflicts involving known persons as high priority risks** requiring immediate action and documentation.

Links to relevant legislation and regulations for your policy:

- Education and Care Services National Law
- Education and Care Services National Regulations
- National Quality Standard
- Children and Young Persons (Care and Protection) Act 1998
- Child Protection (Working with Children) Act 2012
- NSW Child Safe Standards
- Work Health and Safety Act 2011
- Fair Work Act 2009
- Anti-Discrimination Act 1977
- Privacy Act 1988

Key Notes for Use

- Keep this register as a **living document**—review and update regularly.
- Align mitigation strategies with your **service philosophy, code of conduct, and regulatory standards**.
- Ensure all staff are aware of **grievance and conflict resolution procedures**.
- Document incidents and outcomes to inform continuous improvement.

Flow Chart



