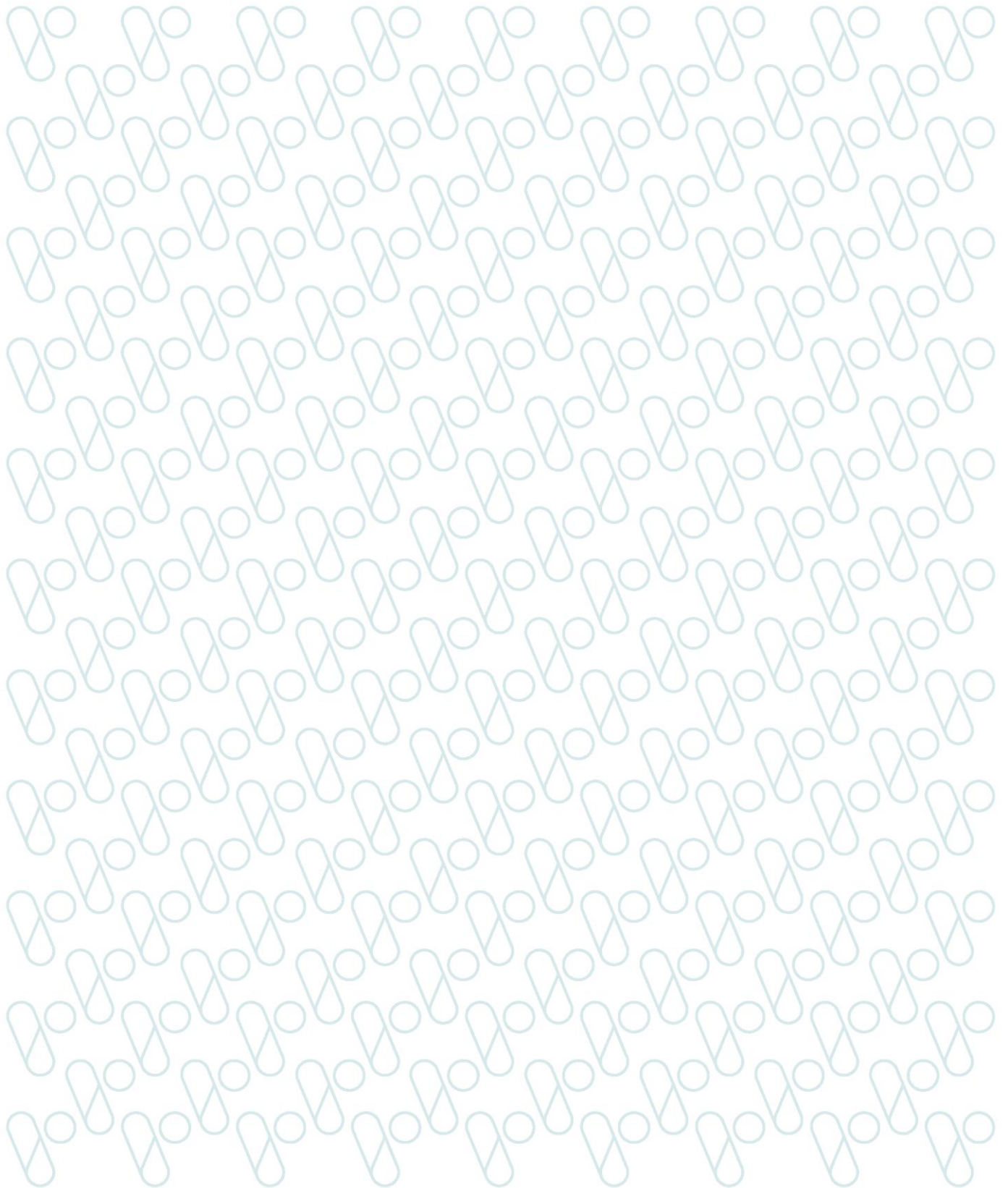

Corporate plan

2020–21





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Foreword

Our aim is to improve healthcare in Victoria so that it is safer, more effective and person centred by 2023.

As the reverberations of a global pandemic continue to influence our everyday, it is important to acknowledge the importance of purposeful and planned activity. It can provide clarity and a map to follow when everything else is in flux.

Our new strategic plan guides us toward achieving our aim of improving healthcare so that it is safe, effective and person centred. We believe that by working through the strategic domains set out in our strategic plan, we will improve the safety and quality healthcare delivered to Victorians by 2023.

The strategic domains are:

- **Leadership:** Critical to enabling a culture where quality and safety is continuously improving
- **Partnership and planning:** We need the right people, information, processes and resources assembled to understand the system's needs and create appropriate responses
- **Monitoring:** Tracking outcomes and experiences and ensuring swift recognition of quality and safety signals, as well as supporting oversight of the sustainability of system changes
- **Improvement:** Using a robust, results-oriented methodology means our purposeful work to embed best practice and reduce waste leads to sustainable changes.

The first under our new strategic plan, this corporate plan outlines key initiatives for the next 12 months. Aligning our deliverables with our strategic domains gives us with the greatest opportunity to deliver on our longer term aim.

A key focus of this year's corporate plan is to invest in building capability in the method for improvement. We will train another 230 people in this methodology in early 2021. We will then put these skills and knowledge into practice through large-scale collaboratives in heart failure and post-partum haemorrhage – two areas we know we can do better for Victorians.

Entwined throughout this plan is our continued contribution to the state's response to coronavirus (COVID-19). The focus being on healthcare worker protection and wellbeing.

This year's plan is ambitious in our current environment. We know this. Our team is up for the challenge and we hope that you will join us to make a difference.



Adj Assoc Professor Ann Maree Keenan
Acting Chief Executive Officer
Safer Care Victoria

Our 2020–2023 strategic plan

Guiding our activity and planning for the next three years, our second strategic plan is ambitious and purposeful. Together, as a whole health system, we will strive to improve the Victorian health system for the people who use it and need it.

To improve healthcare across Victoria so it is safer, more effective and person-centred by 30 June 2023



	LEADERSHIP	PARTNERSHIP AND PLANNING	MONITORING	IMPROVEMENT
AMBITION	<ul style="list-style-type: none"> • Partner with leaders to improve quality and safety • Build leadership capability at all levels of the health system • Promote and support the strengthening of organisational cultures in our response functions 	<ul style="list-style-type: none"> • Be a trusted partner in quality and safety • Engage purposefully to achieve improved care • Apply a whole of SCV approach for consistency 	<ul style="list-style-type: none"> • Transform how we collect, monitor, integrate, analyse and share data and information • Identify and learn from variation • Be both proactive and responsive to system and service vulnerabilities 	<ul style="list-style-type: none"> • Lead major improvement programs • Build knowledge and skills to deliver quality improvement • Advise and coach teams and individuals to design and deliver improvement
STRATEGIC DRIVERS	<ul style="list-style-type: none"> • System-wide learning and sharing of leadership excellence • Opportunities to strengthen leadership and clinical governance • Culture as an important part of our safety response 	<ul style="list-style-type: none"> • Use insights from our partners, together with system data, to prioritise and deliver our work • Develop core quality and safety building blocks • Share the impact and lessons from our work 	<ul style="list-style-type: none"> • Inform the design of infrastructure that is needed for accessible quality and safety information • Monitor system information • Ensure responses to system insights are consistent, supportive and appropriately tailored 	<ul style="list-style-type: none"> • Drive targeted improvement initiatives with measurable outcomes • Build a network of improvement experts • Provide improvement science resources and advice to influence a culture of improvement
MEASURES	<ul style="list-style-type: none"> • Satisfaction indicators from those we engage • Outcomes of clinical governance and leadership training • People Matter survey results (cultural domains) • Victorian health experience survey (VHES) 	<ul style="list-style-type: none"> • Satisfaction indicators from those we engage • Reach and range of those who partner with us • Quality and outcomes of our improvement initiatives • Use of our guidance and resources 	<ul style="list-style-type: none"> • Utility and accessibility of our information • Satisfaction indicators from those we engage • Ability to monitor our improvement initiatives against quality and safety risks 	<ul style="list-style-type: none"> • Outcomes of improvement initiatives • Satisfaction indicators from those we engage • Reach of our SCV faculty, improvement coaches and advisers • Use and accessibility of our improvement resources

CHALLENGE THE NORM / ACCEPT NOTHING LESS THAN EXCELLENCE / TELL IT LIKE IT IS / ONE TEAM / BRING YOUR WHOLE SELF

Supporting government priorities

We partner regularly with the Department of Health and Human Services (DHHS) to improve the health, wellbeing and safety of all Victorians. Our corporate plan supports and contributes to key results in the DHHS strategic plan, as outlined below.

DHHS strategic plan key results

Key result 1: Reduce the incidence of avoidable harm in Victorian hospitals

Key result 3: Increase the proportion of children with healthy birthweight – with a focus on reducing smoking during pregnancy

Key result 4: Reduce infant mortality

Key result 5: Reduce premature death

Key result 17: Reduce the occurrence of occupational violence, bullying, assault and inappropriate behaviour in departmental and public health services

Key result 28: Improve the timeliness of access to elective surgery, emergency department treatment, outpatient services, ambulance services and palliative care

Key result 29: Reduce unexplained variation in the care people receive – especially for disadvantaged groups

Key result 32: Increase citizen engagement in the design and delivery of services

Key result 34: Reduce demand for acute services to manage complex and chronic conditions

Key result 39: Improve patient- and client- reported experiences of care and treatment

Key result 41: Increase the transparency of service safety and quality

Key result 42: Reduce assault, exploitation and neglect of clients and patients cared for in formal settings

Delivering safer care

While we know the vast majority of healthcare interactions are safe, avoidable harm does occur across our system causing death, disability, pain and distress. We will work with those receiving and providing care to reduce these preventable incidents.

Strategic priority	What will we do	How will we do it	What will be the outcome
Leadership	Promote and support the strengthening of organisational cultures in our response functions	Evaluate the independent facilitator trial which seeks to reduce bullying and harassment in health services	Evaluation completed by January 2021
Partnership and planning	Develop core quality and safety building blocks	Work with the Personal Protective Equipment (PPE) taskforce to ensure PPE guidance is available to support frontline workers responding to the coronavirus (COVID-19) pandemic	Updated PPE guidance matrix as required Guidance based on available evidence that identifies use of PPE commensurate with the stage of the coronavirus (COVID-19) pandemic
		Work with clinicians from across Victoria to ensure clinical guidance delivers best care during the coronavirus (COVID-19) pandemic	15 webinars for more than 2000 attendees by June 2021 90 pieces of guidance published by June 2021
		Extend powers and protections to Consultative Councils, and clinicians involved in root cause analysis (RCA) reviews	Quality and safety legislation which protects clinicians involved in RCAs and extends the powers and protections to Consultative Councils by June 2021
	Share the impact and lessons from our work	Work with the Healthcare Worker Infection Prevention and Wellbeing Taskforce to ensure healthcare workplaces are COVID-Safe	A series of five webinars focused on healthcare worker wellbeing for more than 3000 attendees
		Engage with clinical leaders from the public and private sectors to connect, share information, escalate issues and learn from each other	Advocacy and engagement with clinical leaders across the state, nationally and internationally by our Chief Clinical Officers each month

Strategic priority	What will we do	How will we do it	What will be the outcome
Monitoring	Ensure responses to system insights are consistent, supportive and appropriately tailored	Conduct safety system reviews when required	2 safety system reviews across the state by June 2021
		Fundamentally change the way we interact with health services to monitor quality and safety performance	A proactive and supportive approach codesigned with regions, clusters and individual health services by June 2021
	Monitor system information	Notify health services when equipment or device failures occur	100% of effected parties across the state notified within five business days
		Monitor the effect of coronavirus (COVID-19) on health seeking behaviours of Victorians	Regular and routine review of 85 five priority indicators (selected by our Clinical Leadership Expert Groups) by June 2021
		Regularly and routinely review a targeted suite of quality and safety indicators in conjunction with our clinician partners and VAHI	Identified quality and safety issues escalated to our clinical experts to confirm and develop mitigation strategies
Review COVID-Safe plans across metropolitan Melbourne	13 health services' COVID-Safe plans audited, 85 locations visited and almost 800 pieces of evidence collected by December 2020		
Improvement	Drive targeted improvement initiatives that achieve measurable and sustainable outcomes	Embed good practice achieved in the Better Births for Women Collaborative	Reduced 3rd and 4th degree perineal tears maintained in the state
		Spread and scale the achievement of the Safer Baby Collaborative	Reduced stillbirths maintained in the state
		Develop and apply SMS-initiated video triage capability for the Ambulance Victoria Referral Service for low acuity mental health care to enable face-to-face care	To reduce unnecessary ambulance transport to emergency departments by implementing SMS-initiated video triage from 45% to 30% of callers by February 2021

Delivering effective care

In striving to make healthcare more effective we are focused on ensuring that care is delivered in the right way, at the right time, with the right outcomes. As well as driving better patient outcomes, our focus on making care more effective means we are all making best use of our resources. Reducing harm, waste and unnecessary procedures, and supporting the embedding of best practice, means our healthcare workers can better serve Victorians when and where they need care.

Strategic priority	What will we do	How will we do it	What will be the outcome
Leadership	Build leadership capability at all levels of the health system	Test enhanced board clinical governance and leadership program at two regional health services	Program model available to extend to other services by May 2021
Partnership and Planning	Share the impact and lessons from our work	Share the lessons learned with the sector through multiple channels and with substantial impact	<p>Insights into how to prevent healthcare worker coronavirus (COVID-19) infections published by 31 March 2021</p> <p>10 or more webinars delivered to more than 6000 attendees on:</p> <ul style="list-style-type: none"> • COVID-19 and residential aged care outbreaks • PPE information • Lessons from COVID-19 screening tool
Monitoring	Inform the design of infrastructure that is needed for accessible quality and safety information	Improve the accessibility and security of data in the Consultative Councils database	Database is fit for purpose to support both the Consultative Council on Obstetric and Paediatric Mortality and Morbidity and Victorian Perioperative Consultative Council by June 2021

Strategic priority	What will we do	How will we do it	What will be the outcome
Improvement	Drive targeted improvement initiatives that achieve measurable and sustainable outcomes	Develop: <ul style="list-style-type: none"> highly sensitive (70%) and specific (90%) AI tool to predict people likely to be readmitted AI tool with high sensitivity and specificity to determine deterioration of people with complex chronic conditions 	AI tool to predict admissions for people with complex chronic conditions developed by June 2021
		Support the Artificial Intelligence in carDiac arrEst (AIDE) project, applying AI and machine learning technology to correctly identify Triple Zero (000) callers having a cardiac arrest within 120 seconds	Correct identification of callers having a cardiac arrest increased from 85% to 98% by June 2021
		Reduce medication errors through the Partnered Pharmacist Medical Charting project, which partners pharmacists and medical practitioners	Model implemented in at least 16 sites across the state by June 2021
		Improve patient flow in six health services through the Timely Care program	Virtual patient flow program completed and a breakthrough series collaborative in patient flow established with focused content areas
		Plan and commence delivery of an improvement intervention for heart failure	Learning session 1 for a new breakthrough series collaborative in heart failure delivered by June 2021
		Plan improvement intervention for post-partum haemorrhage	Breakthrough series collaborative in post-partum haemorrhage established with identified sector partners by June 2021
	Build a network of improvement experts	Deliver an improvement capability program focused on methods and tools for everyday use	24 Improvement Advisors developed 230 people trained in improvement science methods SCV faculty development commenced

Delivering patient-centred care

A person-centred system understands that people are at the heart of every healthcare interaction and is respectful of the many cultures, values, beliefs and contexts of Victorians. We need to continue evolving to ensure we support all health consumers to be as informed and as engaged they wish to be about decisions relating to their care.

Strategic priority	What will we do	How will we do it	What will be the outcome
Leadership	Opportunities to strengthen leadership and clinical governance	Build consumer leadership capability and health service responsiveness to facilitate partnering in healthcare	A codesigned and piloted consumer leadership model 10 skills-based consumer engagement training sessions to delivered to metropolitan and rural and regional health services
Partnership and Planning	Use insights from our partners, together with system data, to prioritise and deliver our work	Work toward best care for consumers through removing low-value surgical care	27 coproduced documents to help Victorians access the best care for their situation delivered by December 2020
	Share the impact and lessons of our work	Host a virtual Giant Steps 2021	A one-day conference to inspire, share knowledge and learn for 1000 attendees by June 2021
Monitoring	Inform the design of infrastructure that is needed for accessible quality and safety information	Enhance our patient experience data management system to help store, securely transmit, manage, report and track data	A codesigned review and reporting process to health services with patient experience data insights and suggestions for quality improvement
Improvement	Drive targeted improvement initiatives that achieve measurable and sustainable outcomes	Complete testing and evaluation of HEAR Me patient escalation program	Pilot completed at 14 locations across the state by December 2020 Model evaluated by May 2021
		Launch Cardiovascular Nurse Ambassador program across Victoria to improve patient outcomes and reduce readmissions	35 sites recruited to deliver the ambassador program by June 2021

Strategic priority	What will we do	How will we do it	What will be the outcome
		Support consumers to initiate teach-back during clinical interactions through an online interactive learning resource	A codesigned online consumer resource that has been piloted by consumers and health professionals at 3 health services
		Develop and implement a pilot program of support to build shared decision-making capability (SDM) across Victorian health services	An online SDM community of practice by June 2021 3 health services recruited to develop and test SDM tool by December 2020
		Redesign the pain management service to align and integrate the e-learning approach 'touch points' within the pain management service delivery model	Client wait time from referral to accessing orientation and education program reduced by 50% by June 2021

