



Strategic Plan

2020-23

ACKNOWLEDGEMENT

Our office is based on the land of the Traditional Owners, the Wurundjeri people of the Kulin Nation. We acknowledge and pay respect to their history, culture and Elders past and present.

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Contents

Foreword	5
Our strategic context	6
Our strategic plan	7
1. Leadership	8
2. Partnership and planning	9
3. Monitoring	10
4. Improvement	11
Delivering our strategic plan	12
About us	14
Our structure	15
Our operating context	16
Abbreviations	19
Definitions	19



Foreword

I am proud to present Safer Care Victoria's strategic plan for the next three years.

While unplanned, it is, perhaps, fortuitous that the development of our new longer-term plan occurred in a year of the greatest change ever for our health sector. One in which the world has faced, and continues to face, extreme social and health challenges. These difficult times, while unwelcome, gave us insight into just how well-resourced and agile our health services are in keeping us safe, among the safest in the world.

We designed this, our second, strategic plan before the COVID-19 pandemic. Literally poised for publication, we pressed pause and – like everyone else in Victorian healthcare and government – dedicated our efforts and expertise in service of responding to the pandemic and the anticipated needs of Victorians.

As we returned to what is now the 'new normal' operations, we reflected on whether our new strategic plan remained fit for purpose. Did what we planned only a few months earlier, albeit with great care and critique at that time, still meet the needs of our customers – consumers, clinicians, other healthcare workers, and health services – in the "new normal"?

We believe that while the heart of our strategic plan – the "what" that we developed in partnership with our customers – is more relevant than ever, there was a need for us to revise the "how". More than ever there is a need for continuous improvement, learning from error, more effective and efficient use of our healthcare resources, and more person-centred care in hospitals and in the community. There is a greater need than ever to look after the workforce. And there are more opportunities to work more closely and better together. To abandon the 'islands' that

individual health services can so easily become, and all too often are. These are the priorities that we are tasking ourselves with in our new strategic plan.

We realise that there is uncertainty ahead. Not just for Victoria and Australia but across the world. We are confident that the skills, the tried and tested methods, and the programs that we at SCV bring to healthcare improvement will offer some certainty, helping our customers to deliver the reform and system improvements that will realise the better patient outcomes and experiences desired by all.

The value of our partnerships remains key to our work at SCV. Our mission is to serve you. We developed this plan by drawing on three years of insights and feedback from across the health system. By listening to clinicians, to consumers, to health administrators, and to colleagues in government, both here in Victoria and elsewhere. Achieving change – improvement – across all of Victoria requires us to continue working closely with each other. No islands. We have shown just how well we can all do this over these past, harrowing months of early 2020. Effective and selfless collaboration produces outstanding results. The challenge for us all is to maintain it. The population we all serve have every right to expect it.

As I look ahead to our next three years I can promise you that we will keep listening, learning, and working together with you to ensure that all Victorians receive outstanding healthcare, always.



Professor Euan Wallace AM
CEO Safer Care Victoria

Our strategic context

VISION

Outstanding healthcare for Victorians. Always



AIM

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



STRATEGIC DOMAINS

LEADERSHIP



PARTNERSHIP
AND PLANNING



MONITORING



IMPROVEMENT



OUR PURPOSE

To enable all health services to deliver safe, high-quality care and experiences for patients, carers and staff.

OUR VALUES

Challenge the norm

One team

Accept nothing less than excellence

Bring your whole self

Tell it like it is

Our strategic plan

Our 2020 – 2023 strategic plan upholds Safer Care Victoria's original vision, purpose and values – we know we have much more to do to achieve our vision of outstanding healthcare for all Victorians, each and every time, no matter where they are in the state.

Our aim is to improve healthcare in Victoria so it is safer, more effective and person-centred by 30 June 2023.

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 work with those receiving and providing care to reduce these preventable incidents.

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. Always. 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 health workers can better serve Victorians when and where they need 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.

To achieve this aim, our strategy is that our Safer Care Victoria (SCV) workforce will partner with you to concentrate on four strategic domains:

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

The success of each of these strategic domains relies heavily on the others. With each of these four areas of work humming and connected we are confident that over the next three years we will achieve our aim to shift Victorian healthcare outcomes and experiences for the better.

We included the views of almost 350 partners in the development of this strategic plan

OUR PARTNERS

In this strategic plan, we refer to our partners as our key stakeholders. For SCV, our partners are inclusive of:

- Consumers
- Clinicians
- Health service staff
- Health services, private and public
- Colleges
- Tertiary institutions
- Department of Health and Human Services (DHHS)
- Victorian Agency for Health Information (VAHI)

1. Leadership

We see good leadership as deliberately fostering the mindsets, behaviours and practices that create a culture where physical and psychological safety for all, and excellence in consumer experience and outcomes, are the key priorities.

Leaders **create and support** the environment that allows everyone to demonstrate a commitment to continuous improvement in quality and safety every day.

In promoting cultures that support outstanding care, we see leadership existing at **all levels** of our system. It is not title dependant.

Our ambition is to:

- purposefully partner with leaders to deliver improvements in quality and safety of care
- continue to build leadership capability at all levels of the health system
- promote and support the strengthening of organisational cultures in our response functions.

Our strategic drivers are:

- facilitate and promote system-wide learning and sharing of leadership excellence

- provide targeted opportunities to strengthen leadership and clinical governance
- work with leaders to include culture as an important part of safety response functions.

We'll know our impact by monitoring the:

- satisfaction indicators from those involved in our leadership programs
- outcomes of clinical governance and leadership training
- People Matter survey results in the cultural domains
- patient experience data through Victorian Health Experience Survey (VHES)
- outcomes of our improvement initiatives.

"Make leading an **effective, strategic, quality system** as important as leading an effective finance system. If leadership is only seen as about 'improvements' and not leading a whole service or organisation in a **focused, comprehensive and systematic pursuit** of consistently high-quality care, there will always be care inconsistency, gaps in quality and safety, and cultures will change only in pockets."

**FEEDBACK FROM
OUR PARTNERS**

2. Partnership and planning

For SCV to prepare for and respond to quality and safety issues, it requires planning and partnerships across the system.

Good planning for us means using information and insights from those we partner with and current best practices, the setting of quality goals and ensuring we **maximise the impact** of our work by providing adequate resourcing and support.

It will require us to **work in partnership** with our consumers, clinicians and healthcare service leaders and managers through a purposeful and systematic engagement approach. We will **create opportunities** for our partners to join us in decision making and planning, to focus delivery on what matters most.

Our ambition is to:

- be a trusted partner in quality and safety in Victoria
- engage purposefully with our partners to bridge gaps between the current and desired state of quality across our health system
- apply a whole of SCV approach, to ensure consistency, when coordinating our work.

Our strategic drivers are:

- use insights from our partners, together with system data, to prioritise and deliver our work
- develop and support the delivery of core quality and safety building blocks (such as guidelines, frameworks, legislation)
- share the impact and lessons of our information and work.

We'll know our impact by monitoring the:

- satisfaction indicators from those we partner with
- reach and range of those who partner with us
- quality and outcomes of our improvement initiatives that address the emerging and current quality and safety risks
- usage and endorsement of our quality and safety guidance documents.

"...a partnership approach is a cornerstone of **improvement and change**, it's important to keep in mind that there is a dearth of deep knowledge on how to create environments **where high quality care is embedded** as business as usual. Input from stakeholders must be balanced with what the evidence on creating consistently high-quality care and reducing unwarranted variation tells us"

**FEEDBACK FROM
OUR PARTNERS**

3. Monitoring

We routinely review information and intelligence from the system to recognise quality and safety signals.

This allows us to **identify variation** (positive, unwarranted or expected) that reveals:

- outstanding experience and outcomes to enable sharing across the system
- vulnerability and key risks
- the impact and sustainability of improvement activities.

For SCV, vulnerability means weaknesses or gaps in a health service system that, in the presence of an unexpected change, threat or disruption, can become a system safety or patient safety risk.

Our ambition is to:

- transform the way we collect, monitor, integrate, analyse, use and share data and information
- identify and learn from variation to ensure appropriate responses to quality and safety risks and opportunities
- be both proactive and responsive to system and service vulnerabilities.

Our strategic drivers are:

- inform the design of the infrastructure (such as reports, data platforms) that is needed to ensure accessibility of critical quality and safety information
- actively monitor system information
- ensure our responses to system insights are consistent, supportive and appropriately tailored.

We'll know our impact by monitoring the:

- accessibility and utility of information we provide
- satisfaction indicators from those involved in our quality and safety responses
- ability to monitor our improvement initiatives against quality and safety risks.

COLLABORATIVE EFFORTS

To achieve the objectives of this priority, SCV will work together with VAHI and DHHS.

The role of data is critical for quality and safety monitoring and we will work towards improving the exchange of data between all agencies.

"Data should be collected, structured and presented to assist SCV and health services to prioritise their improvement and risk management to work towards safe, effective and person-centred care for every consumer, every time."

"SCV needs to support clinicians and ensuring the systems we have, support both patient experience and clinicians to deliver safer care"

FEEDBACK FROM
OUR PARTNERS

4. Improvement

We see improvement as a combined effort to achieve measurable and sustained changes, using a recognised methodology.

Our improvement work is **informed by knowledge** and information gained through our quality and safety **signals and partnerships** with consumers, clinicians, healthcare services, VAHI and DHHS.

At SCV, we use and teach the Model for Improvement, understanding that other organisations may use alternative methodologies.

Our ambition is to:

- lead improvement programs in partnership with those providing and receiving care
- build knowledge and skills across Victoria and within SCV to deliver quality improvement in healthcare and community services
- advise and coach teams or individuals to enable the design and delivery of effective improvement initiatives.

Our strategic drivers are:

- drive targeted improvement initiatives that achieve measurable and sustainable outcomes
- build a network of improvement experts, inclusive of consumers, to teach improvement science across Victoria
- provide improvement science resources and advice to influence a culture of improvement across Victoria.

We'll know our impact by monitoring the:

- outcomes of our improvement initiatives on quality and safety outcomes
- satisfaction indicators from those involved in our improvement initiatives
- reach of our SCV faculty, improvement coaches and advisors
- accessibility and usability of our improvement resources.

"....so much improvement is happening in health but we need to be better at achieving actual real meaningful change."

**FEEDBACK FROM
OUR PARTNERS**

Delivering our strategic plan

OUR PEOPLE

Our people are critical to the implementation of our strategy. We value our team and strive to ensure each person receives the support, development and leadership required to ensure they perform to their potential. Just as we are building the capability of clinicians and leaders within health services to continuously improve safety and quality, we are also focused on ensuring our staff at SCV have the skills and processes they need to perform their role in meeting our aim.

INTEGRATING OUR STRATEGIC DOMAINS

To achieve our aim, the activities of each of our four strategic domains must be integrated with each other. We will work with our partners to set our goals, help drive our work and track our progress, and activate leadership to improve our system. To do this we need each part working closely to make up the whole.

SCV is establishing a system, with appropriate governance arrangements, to ensure our internal processes will provide feedback loops between partnership and planning, monitoring, and improvement. This will help inform the decisions of leaders and activate emerging leaders to take appropriate action to improve services.

As stewards of quality and safety, we see our domains as representative of quality planning, quality control and quality improvement as we strive to enable a transparent and responsive quality management system.



About us

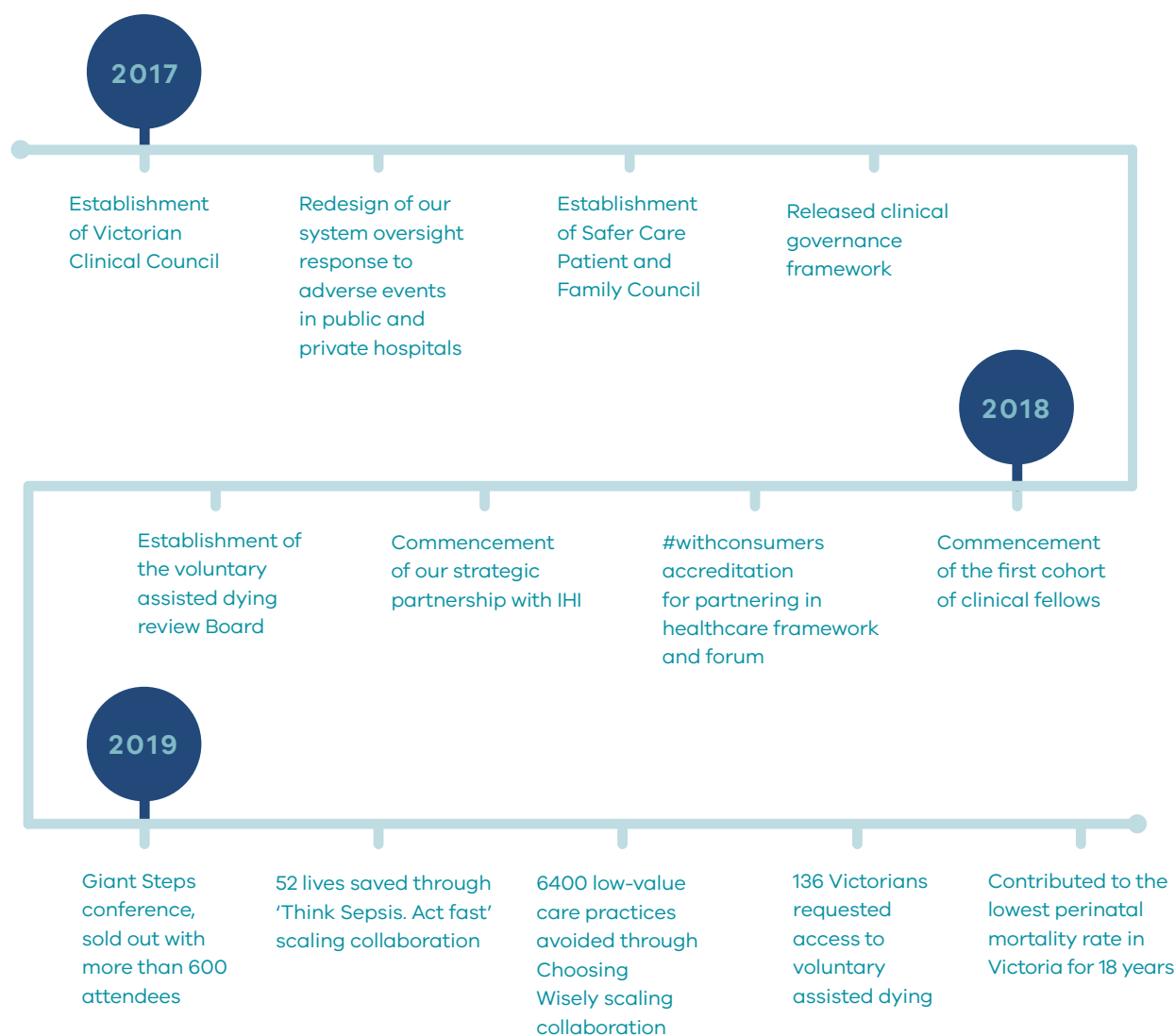
Safer Care Victoria is the state's healthcare quality and safety improvement specialists.

As one of several key structural reforms recommended following a review of hospital quality and safety assurance in Victoria undertaken in 2016, (Targeting Zero: supporting the Victorian hospital system to eliminate avoidable harm and strengthen quality of care) SCV set ambitious goals and worked hard to deliver on them.

Since establishment in 2017, SCV has been honouring existing work alongside establishing the foundations required for a system to be focused on quality improvement. This has included supporting health

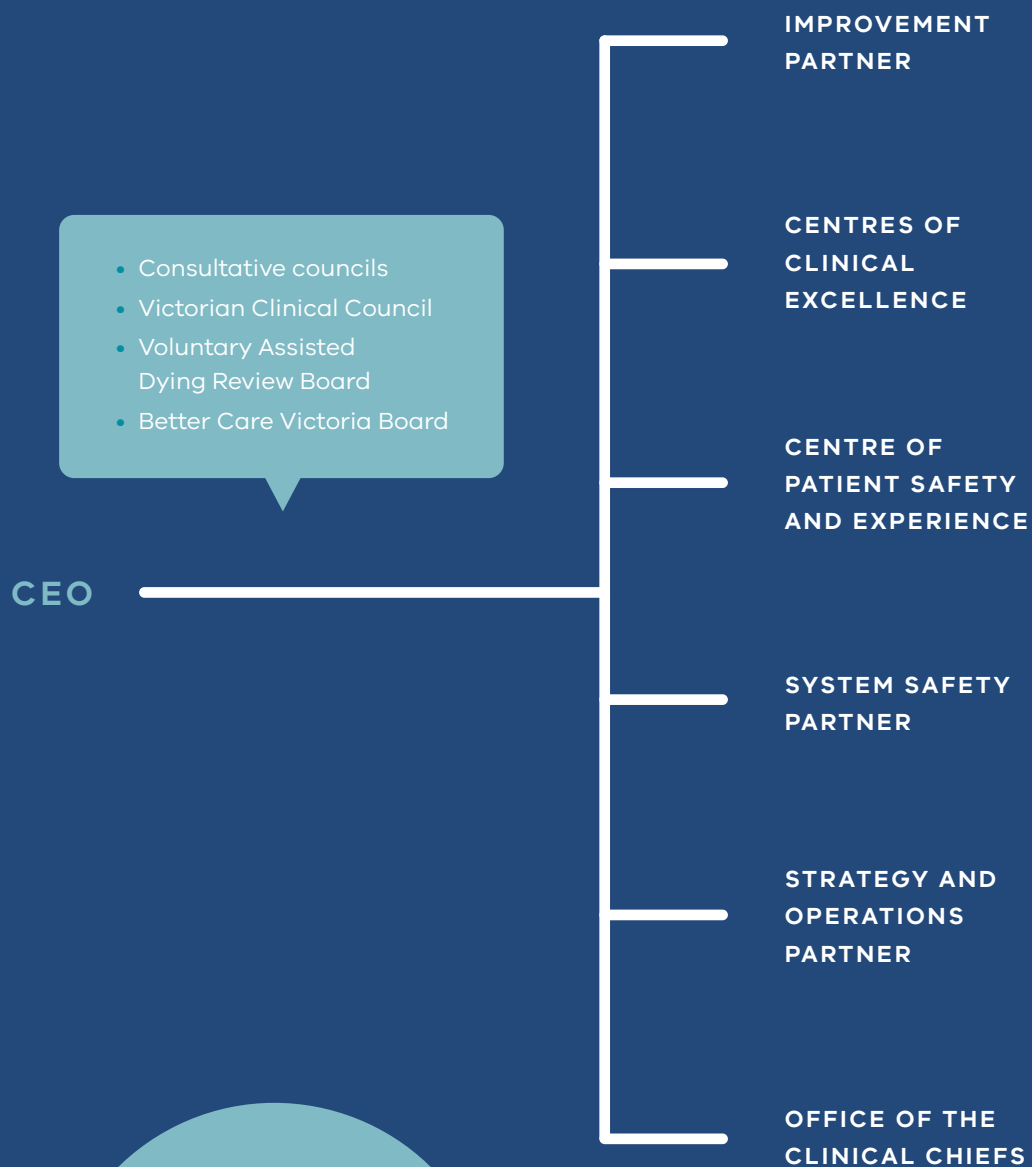
services to monitor performance, guide best practice, and identifying areas for improvement. SCV has worked extensively across Victoria to deliver work alongside our clinicians, consumer networks and our key partners to make a difference in the quality and safety of Victoria.

The range of programs and projects may seem incredibly broad, but they all have the same goals – to support health services and to help consumers stay safer.



Our structure

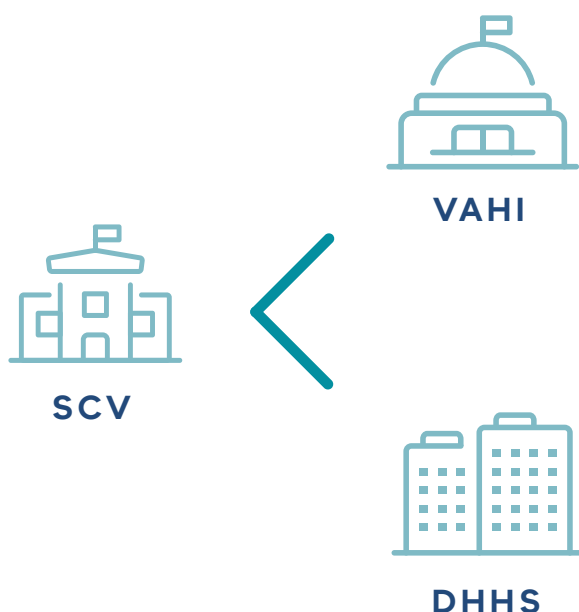
Our agency is structured to deliver our strategy.



Our operating context

SCV is an administrative office of the Department of Health and Human Services (the department) under Section 11 of the Public Administration Act 2004. SCV is accountable for contributing to the delivery of several of the department's strategic directions and priority actions. However, the deliberate separation of quality and safety from other departmental

functions requires us to be independent minded and forthright in our approach to leading change and improving the quality and safety of our health system. We are committed to servicing the department outcome of ensuring services are safe, high quality and provide a positive experience.



We work with VAHI to provide meaningful insights into quality and safety through a range of reports and other information products; the appropriate use of information; enhancing health data literacy across the sector; and driving a data driven improvement culture.

We work with the department to support information in health service performance and Victorian health reform.



SCV is also accountable for delivering against the department's **strategic plan**, contributing to key priority actions together with other department areas. These include:

- **5.4.1** Improve the quality and safety of care provided in Public Sector Residential Aged Care (PSRAC) services
- **5.4.2** Improve quality and safety of patient care through enhancement of quality management systems by strengthening compliance and enforcement in non-emergency patient transport, improving staff safety, and ensuring the highest quality care for patients

Strategy on a page

STRATEGIC DOMAINS

STRATEGIC DRIVERS

OUR AIM

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

LEADERSHIP

- Facilitate and promote system-wide learning and sharing of leadership excellence
- Provide targeted opportunities to strengthen leadership and clinical governance
- Work with leaders to include culture as an important part of our safety response functions

PARTNERSHIP AND PLANNING

- Use insights from our partners, together with system data, to prioritise and deliver our work
- Develop and support the delivery of core quality and safety building blocks (such as guidelines, frameworks, legislation)
- Share the impact and lessons of our information and work

MONITORING

- Inform the design of the infrastructure (such as reports, data platforms) that is needed to ensure accessibility of critical quality and safety information
- Actively monitor system information
- Ensure our responses to system insights are consistent, supportive and appropriately tailored

IMPROVEMENT

- Drive targeted improvement initiatives that achieve measurable and sustainable outcomes
- Build a network of improvement experts, inclusive of consumers, to teach improvement science across Victoria
- Provide improvement science resources and advice to influence a culture of improvement across Victoria



Abbreviations

DHHS Department of Health and Human Services

SCV Safer Care Victoria

VAHI Victorian Agency for Health Information

VHES Victorian Health Experience Survey

Definitions

Consumers: includes people, families, carers and communities who are current or potential users of health services. This includes children, women and men, people living with a disability, patients, carers, clients, people of diverse cultural, linguistic and religious experiences, socioeconomic status and social circumstances, sexual orientations, sexes, genders and gender identities, health and illness conditions. The term also includes: people who choose to get involved in decision-making; health consumer representatives who provide advice on behalf of consumers, with the overall aim of improving healthcare; and carers who often have an important role in health care decision making and care giving. Different health settings use terms such as: patients, people/persons, families, carers, clients and residents.

VHES: The Victorian Healthcare Experience Survey (VHES) collects data from a range of users of Victorian public health services. The survey is conducted on behalf of the department by Ipsos (an independent contractor). The survey is completed by a random sample of eligible adults aged 16 or over who have used public health services. Results cover key factors that contribute to consumers' experience with a health service, such as waiting time, how clean the bathrooms were, and the information they were given when discharged.

