Strategic Plan 2016 – 2020

**Our vision** is to enable and support timely and appropriate access to the highest quality care for Victorians through the identification, scaling and embedding of innovative practice across the Victorian health system.

### Our objectives

- Improve the timeliness and appropriateness of healthcare
- Improve the quality and experience of care
- Improve the health sector’s ability to identify, test, implement and sustain innovation
- Improve the Victorian health sector’s knowledge and use of innovative practice and improvement approaches
- Share lessons learnt across the sector to drive further innovation and facilitate active collaboration

### Our activities

- Fund for sector-led innovation and improvement projects
- Provide a platform for sharing knowledge and best practice
- Support the implementation of innovation and improvement projects through coaching and mentoring
- Develop leadership across the health sector workforce to drive and sustain improvement

### Our approach

- Partner with the health sector
- Empower the health system
- Embed a culture of improvement
- Data and rigorous evaluation drive our decision making
- Challenge the status quo and accept failing safely
- Leverage other health reform efforts

### Areas of focus

- Targeted areas of intervention in quality and safety
- Access to outpatient services
- Access to emergency care

### Establishment year (2016–17)

**Innovation projects**
- Fund first projects, emphasis on scaling and quick wins
- Develop state-wide improvement collaborative for emergency access

**Knowledge sharing**
- Create website and knowledge hub
- Innovation events to engage sector

**Capability building**
- Develop strategy for innovation & improvement capability
- Establish System Improvement Specialist
- Initial tranche of leadership development and capability building courses
- Provide resources and tools that support the work of continuous improvement

**BCV foundations**
- Establish Board, consumer and emerging leaders’ advisory committees
- Connect with the health sector and build key relationships: clinicians, health service executives, redesign leads, PHNs, Community Health, DHHS
- Develop consumer and clinician engagement strategies

### Year 1 (2017–18)

**Innovation projects**
- Support a range of projects over longer time frames, including scaling of proven projects, new ideas and collaborative projects.
- Co-design and development of large scale transformation project

**Knowledge sharing**
- Develop networks and events that facilitate the sharing of innovation and improvement expertise, lessons learnt and enable effective sector collaboration

**Capability building**
- Implement sector capability and leadership development program, including to support quality and safety improvement
- Provide targeted improvement support to health services
- Sustain and strengthen sharing and recognition of best practice
- Implement consumer and clinician engagement strategies

### Year 2 & 3 (2018–19 and 2019–20)

**Innovation projects**
- Continue to build portfolio of projects with increasing investment in multi-partner projects
- Implement a large-scale and longer term transformational project

**Knowledge sharing**
- Consolidate and sustain networks to drive collaboration and disseminate best practice improvement

**Capability building**
- Ongoing programs to support sector capability for innovation and improvement, including coaching, development of organisational innovation and improvement plans, and leadership development programs for teams and individuals

### Outputs

- Percentage of projects delivered on time
- Percentage of projects demonstrating impact on patient experience, quality & safety, or access.
- Participation rate in capability programs
- Sector engagement via website use and events

### Outcomes

- Establish baseline data for capability score (Health ICQ (independent))
- Establish baseline data for focus area performance (ED patients treated/admitted in 4hrs, outpatient waiting times, cost, Q&S focus area (including PROMS) – tbc by Safer Care Victoria)

### Year 1 (2017–18) Outputs

- Sector and DHHS partner experience survey results
- Percentage of projects scaled
- Percentage of projects sustained
- Participation spread and rate in capability programs, participant feedback
- Sector engagement via website use and events

### Year 1 (2017–18) Outcomes

- Improved Health ICQ score
- Tracking benefits in key access measures for focus area projects

### Year 2 & 3 (2018–19 and 2019–20) Outputs

- Sector and DHHS partner experience survey results
- Percentage of projects scaled and sustained
- Participation spread and rate in capability programs, participant feedback
- Sector engagement via website use and events

### Year 2 & 3 (2018–19 and 2019–20) Outcomes

- Improved Health ICQ score
- Tracking benefits in key access measures for focus area projects (ED patients treated/admitted in 4hrs, outpatient waiting times, cost, Q&S focus area (including PROMS) – tbc Safer Care Victoria)