



Best Care Framework

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FOREWORD



At Western Health we are committed to high quality care that is safe, person-centred, right and co-ordinated - we are committed to Best Care.

To provide Best Care for patients, we must constantly put them first, listen to them and their families and constantly review, enhance and improve how we deliver care.

The Best Care Framework outlines how Western Health - in partnership with our patients and their families; building on the strengths of our clinical and health support staff; and supported by managers, the Executive and the Board - continues to strive for our Vision for Best Care.

This Vision has been developed following consultation with patients and their families, staff leaders, clinicians, Executive and the Board and identifies how we wish to develop as an organisation over the coming years. The vision has a clear focus on our patients experiencing care that is personal, co-ordinated, safe and right for their clinical needs.

Every single staff member at Western Health – either directly or indirectly, whether clinical staff, non-clinical staff or volunteer - makes a contribution every day to supporting the provision of Best Care and the best experience for our patients.

Delivering Best Care within the complexity of our health system is not always easy. It requires people to be clear about what they need to achieve, it requires each of us to strive for excellent communication with our colleagues and with patients and their families, and it requires a commitment to wanting to achieve a high quality outcome even when we are busy and under significant pressure.

Our values at Western Health of compassion, accountability, respect, excellence and safety (CARES) are the foundation on which Best Care is set.

Patients and staff when asked about their expectations identified four essentials in order for the care provided to be “Best Care”:

- Genuine listening to, understanding of, and respect for patients, their carers and staff
- Co-ordination of teams and processes
- Improving their health
- Provision of care in the safest manner feasible for patients and staff

To ensure that we can provide the best care, we need to translate these expectations into day-to-day behaviours and priority actions to improve point of care clinical practice and systems supporting person-centred, co-ordinated, right and safe care for every patient, every time, everywhere.

Everyone has a role in the Vision of delivering Best Care at Western Health. Let's see what we can do together.

*Russell Harrison
Chief Executive, Western Health*



life **BEST CARE**

1. BACKGROUND



We wanted our framework for clinical governance to be driven by what is important to our patients.

Transforming the quality of Western Health's care and services to ensure Best Care for every person, every time, everywhere requires a highly functioning, strategic approach to clinical governance. It requires a framework based on a vision for best care in our organisation that can support our organisational purpose to *lead the delivery of a connected and consistent patient experience and provide the best care to save and improve the lives of all in our community.*

The Best Care Framework needs to be led by the Board and Executive team and be delivered by well trained, supported and committed staff.

Western Health's approaches to clinical governance prior to the Best Care Framework had the same fundamental elements: Quality Dimensions that described a positive patient experience, and Quality Enablers; systems for the review & improvement of care against the quality dimensions.

Our approach to clinical governance was continually revised, attempting to accommodate external Frameworks, Standards and Programs.

Staff couldn't keep up and disparate quality systems and activities evolved.

We decided in 2013 it was time for a fresh look at our approach to clinical governance.

We wanted:

... a clinical governance framework to support and be enhanced by external frameworks, standards & programs but not driven by them.

... our framework to be driven by what is important to our patients.

Before, our approach to clinical governance was continually changing to accommodate external quality requirements/opportunities.

Now, we have a **Best Care Framework**, an approach to clinical governance that focuses on care from the perspective of our patients and absorbs and supports our in-house quality requirements and external frameworks, standards and programs.



life BEST CARE

2. BEST CARE VISION

live **BEST CARE**

At Western Health, our vision for outstanding patient care is that each of our patients receives 'Best Care' from us, every time, everywhere

To provide Best Care for patients, we must constantly put them first, listen to them and their families and in partnership, constantly review, enhance and improve the care we deliver.

What is important to patients and their families about receiving Best Care is therefore the foundation of our Best Care Vision.

The following patient statements on what person-centred, co-ordinated, right and safe care means to them were written in partnership with our consumers, and guide how our front-line staff provide Best Care, how our managers & senior clinicians lead Best Care, and how the executive and board govern Best Care.

To receive best care ... it is important to my family and I that:

- > ***I am seen and treated as a person***
- > ***I receive help, treatment and information when I need it and in a co-ordinated way***
- > ***I receive care that makes me feel better***
- > ***I feel safe***

To ensure that we can provide the best care, we need to translate these statements into day-to-day behaviours and actions to improve point of care clinical practice and systems supporting person-centred, co-ordinated, right and safe care for every patient, every time, everywhere.

Our Vision for Best Care at Western Health was developed in consultation with consumers and staff and is outlined in the diagram on the following page.



BEST CARE AT WESTERN HEALTH

We will demonstrate the Western Health values in all that we do... compassion, accountability, respect, excellence, safety



PATIENTS

TO RECEIVE BEST CARE...

It is important to my family and I that:

FRONT LINE STAFF

TO PROVIDE BEST CARE...

MANAGERS & SENIOR CLINICIANS

TO LEAD BEST CARE...

EXECUTIVE & BOARD

TO GOVERN BEST CARE...

PERSON-CENTRED CARE

I am seen and treated as a person

I communicate with patients and their families and am sensitive to their needs and preferences

I engage with and put patients first when making decisions

I oversee the development, implementation and ongoing improvement of organisation-wide systems and culture supporting Best Care

CO-ORDINATED CARE

I receive help, treatment and information when I need it and in a co-ordinated way

I am an active team player and look for ways to do things better

I look for ways to support staff to work efficiently and as part of a team

RIGHT CARE

I receive care that makes me feel better

I am competent in what I do and motivated to provide the best care and services possible

I guide, engage and support staff to provide best clinical care

SAFE CARE

I feel safe

I keep patients from harm

I promote a culture of safety



live **BEST CARE**



4. OUR PEOPLE

live **BEST CARE**

Every single staff member at Western Health—either directly or indirectly, whether clinical staff, non-clinical staff or volunteers—makes a contribution every day to supporting the provision of Best Care and the best experience for our patients

Front Line Staff

Best Care is provided by front-line staff (including volunteers) who are engaged in and committed to providing Best Care for each patient, every day, every time.

They are at the heart of Best Care, with their practices and behaviours having a direct impact on patient experience and/or patient outcomes.

Staff focused on Best Care are compassionate and respectful, as well as skilled, competent and professional.

Providing Best Care when front-line staff are busy and under significant pressure can be challenging, but also very rewarding when they make a positive difference to a patient and their family.

What this means to me as a staff member every day is that I:

- > demonstrate person-centred care by communicating with patients and their families and being sensitive to their needs and preferences
- > demonstrate co-ordinated care by being an active team player and looking for ways to do things better
- > demonstrate right care by being competent in what I do and committed to doing my best
- > demonstrate safe care by keeping patients from harm



live **BEST CARE**

4. OUR PEOPLE

live **BEST CARE**

Every single staff member at Western Health—either directly or indirectly, whether clinical staff, non-clinical staff or volunteers—makes a contribution every day to supporting the provision of Best Care and the best experience for our patients

Managers & Senior Clinicians

The grouping of 'Managers & Senior Clinicians' for the purposes of the WH Best Care Framework includes middle management staff, senior clinicians, and members of WH's senior leadership group.

Best Care is guided by managers & senior clinicians who are committed to and focused on the vision and goals for Best Care.

They may have the dual role of directly providing care or support for patients, as well as guiding others to provide Best Care.

Providing and/or guiding Best Care can be challenging when managers & senior clinicians are busy and under significant pressure but also very rewarding when they make a positive difference to an individual patient and/or a clinical or support service.

Managers and senior clinicians focused on Best Care are compassionate and respectful, as well as skilled, competent and professional.

They are also empowering and supportive of their staff and collaborative team players across the organisation.

They are able to make the connection between management systems and point of care, and are effective communicators across the organisation.

What this means to me as a staff member every day is that I:

- > demonstrate person-centred care by engaging with and putting patients first when making decisions
- > demonstrate co-ordinated care by looking for ways to support staff to work efficiently and as part of a team
- > demonstrate right care by guiding, engaging and supporting staff to provide the best clinical care
- > demonstrate safe care by promoting a culture of safety



live **BEST CARE**

4. OUR PEOPLE

live **BEST CARE**

Every single staff member at Western Health—either directly or indirectly, whether clinical staff, non-clinical staff or volunteers—makes a contribution every day to supporting the provision of Best Care and the best experience for our patients

Executive & Board

It is noted that, as part of the WH Senior Leadership Group, Executives also guide care under the heading of 'Managers & Senior Clinicians'

Best Care is governed by Executive Directors and Board Members who are visibly committed to and focused on the vision for Best Care and who support managers and staff to create this by implementing and/or overseeing effective organisation-wide systems supporting Best Care.

Executives and Board Members focused on Best Care are understanding of the broader context and environment, are proactive and open to drawing ideas and techniques from other health services and industries in support of Best Care.

They are respectful team players, effective communicators and engaged in leading our Best Care vision.



5. OUR GOALS

live **BEST CARE**

We work together and in partnership with our patients to achieve the goals of providing person-centred, co-ordinated, right and safe care

Person-Centred Care

Person-Centred care involves seeing the person in the patient and providing care that is welcoming, respectful and designed to engage patients in care decisions and management of care.

The following organisation-wide systems support person-centred care:

Patient First

In line with WH's 'Patient First' approach, consumers are engaged in a number of systems that support the review and improvement of person-centred care.

These include consumer representation on WH committees and working groups aligned with person-centred care, consumer feedback and patient story programs, the use of Volunteers to support person-centred care delivery, and opportunities for consumer engagement in improvement project co-design.

Leadership

The executive sponsor of person-centred care is the Executive Director of Nursing & Midwifery.

A Person-Centred Care Committee oversees monitoring, review and improvement activity aligned with person-centred care, and provides a reporting line for related clinical committees and working groups. This Committee has consumer representation and reports to the WH Best Care Steering Committee.

Process

A number of WH policies, procedures and guidelines focus the delivery of person-centred care. These are accessible to staff through the WH intranet and undergo review as scheduled or as indicated.

Workforce

A number of systems exist to support staff to understand and 'live' person-centred care in their day-to-day interactions with patients and/or the provision of services.

These include orientation on Best Care, training opportunities for specific clinical practice aligned with person-centred care, clinical supervision, performance development programs, and credentialing and scope of practice processes.



I am seen and treated as a person



I communicate with patients and their families and am sensitive to their needs & preferences



I engage with and put patients first when making decisions



I oversee the ongoing improvement of org-wide systems & culture supporting person-centred care

5. OUR GOALS ... *Person-Centred Care cont ...*

live **BEST CARE**

Improvement

A number of systems exist to support staff to continuously monitor, report and review how we are providing person-centred care. This includes risk management systems such as incident reporting, clinical audit, and the use of in-house and benchmarked indicator data sets.

This information supports the identification and actioning of opportunities to improve the way in which we provide person-centred care.

From a strategic perspective, Western Health identifies objectives and strategies for a three year period relating to person-centred care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following are the organisational objectives and strategies identified against person-centred care for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

Alignment with National Safety & Quality Health Service Standards (NSQHS)

Person-Centred Care is aligned with the NSQHS Standard on Comprehensive Care and the focus across the Standards on care for Aboriginal Health & Torres Strait Islander patients.



| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|---|--|---|
| By the end 2019/20, an org-wide integrated screening and assessment process will be used in collaboration with patients, carers & families to develop a goal-directed comprehensive care plan | Informed by the new National Safety & Quality Standard, introduce an org-wide Comprehensive Care Standard covering the management of nutrition, cognition, continence, functional maintenance, falls & pressure injury | Year-on-year improvement against defined measures supporting the management of nutrition, cognition, functional maintenance, falls, pressure injury +/- Peer average of patient satisfaction with involvement in decision making |
| By the end of 2019/20, patients & carers will be consistently engaged in clinical decision making | Apply methodologies to support engagement of patients in their care | +/- Peer average of patient satisfaction with overall care matrices |
| By the end of 2019/20, staff will consistently display behaviours in their day-to-day communication with patients & visitors that are consistent with WH values | Organisational roll-out of programs supporting compassionate communication | +/- Peer average of patient satisfaction with WH value aligned indicators |



live **BEST CARE**

5. OUR GOALS

live **BEST CARE**

We work together and in partnership with our patients to achieve the goals of providing person-centred, co-ordinated, right and safe care

Co-ordinated Care

Co-ordinated care involves providing prompt access to patient services, with a smooth patient journey that is designed to optimise time to care through efficient service provision.

The following organisation-wide systems support co-ordinated care:

Patient First

In line with WH's 'Patient First' approach, consumers are engaged in a number of systems that support the review and improvement of co-ordinated care.

These include consumer representation on WH committees and working groups aligned with co-ordinated care, consumer feedback and patient story programs, the use of Volunteers to support co-ordinated care delivery, and opportunities for consumer engagement in improvement project co-design.

Leadership

The executive sponsor of co-ordinated care is the Executive Director of Operations.

A Co-ordinated Care Committee oversees monitoring, review and improvement activity aligned with co-ordinated care, and provides a reporting line for related clinical committees and working groups. This Committee has consumer representation and reports to the WH Best Care Steering Committee.

Process

A number of WH policies, procedures and guidelines focus the delivery of co-ordinated care. These are accessible to staff through the WH intranet and undergo review as scheduled or as indicated.

Workforce

A number of systems exist to support staff to understand and 'live' co-ordinated care in their day-to-day interactions with patients and/or the provision of services.

These include orientation on Best Care, training opportunities for specific clinical practice aligned with co-ordinated care, clinical supervision, performance development programs, and credentialing and scope of practice processes.



I receive help, treatment and information when I need it and in a co-ordinated way



I am an active team player and look for ways to do things better



I look for ways to support staff to work efficiently and as part of a team



I oversee the ongoing improvement of org-wide systems & culture supporting co-ordinated care

5. OUR GOALS ... *Co-ordinated Care cont ...*

live **BEST CARE**

Improvement

A number of systems exist to support staff to continuously monitor, report and review how we are providing co-ordinated care. This includes risk management systems such as incident reporting, clinical audit, and the use of in-house and benchmarked indicator data sets.

This information supports the identification and actioning of opportunities to improve the way in which we provide co-ordinated care.

From a strategic perspective, Western Health identifies objectives and strategies for a three year period relating to co-ordinated care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following are the organisational objectives and strategies identified against co-ordinated care for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.



Alignment with National Safety & Quality Health Service Standards (NSQHS)

Co-ordinated Care is aligned with the NSQHS Standard on Communicating for Safety.

| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|--|---|--|
| By the end of 2019/20, patient care flow will be streamlined to support timely access to care & treatment | Engage in redesigning care project opportunities to optimise patient flow processes | Improved performance against access targets |
| By the end of 2019/20, care navigation models will be supporting seamless patient care | Identify and apply care navigation models that can support/enhance care across WH services | New/refreshed navigation models in place that support / enhance integrated care across WH services |
| By the end of 2019/20, timely information provided to patients and general practitioners will be meeting discharge needs | Undertake whole of health service initiatives to support patient information needs on discharge | Improved patient ratings on discharge planning |
| By the end of 2019/20, timely, purpose-driven and effective clinical communication will be consistently supporting continuous, co-ordinated and safe care for patients | Informed by the new National Safety & Quality Standard, introduce an org-wide Communicating for Safety Standard | Decreased incidence of Riskman incidents with contributing factors of communication |



live **BEST CARE**

5. OUR GOALS



We work together and in partnership with our patients to achieve the goals of providing person-centred, co-ordinated, right and safe care

Right Care

Right care involves providing appropriate, equitable & effective care for each person

The following organisation-wide systems support right care:

Patient First

In line with WH's 'Patient First' approach, consumers are engaged in a number of systems that support the review and improvement of right care.

These include consumer representation on WH committees and working groups aligned with right care, consumer feedback and patient story programs, the use of Volunteers to support right care delivery, and opportunities for consumer engagement in improvement project co-design.

Leadership

The executive sponsor of right care is the Director of Quality, Safety & the Patient Experience.

A Right Care Committee oversees monitoring, review and improvement activity aligned with right care, and provides a reporting line for related clinical committees and working groups. This Committee has consumer representation and reports to the WH Best Care Steering Committee.

Process

A number of WH policies, procedures and guidelines focus the delivery of right care. These are accessible to staff through the WH intranet and undergo review as scheduled or as indicated.

Workforce

A number of systems exist to support staff to understand and 'live' right care in their day-to-day interactions with patients and/or the provision of services.

These include orientation on Best Care, training opportunities for specific clinical practice aligned with right care, clinical supervision, performance development programs, and credentialing and scope of practice processes.



I receive care that makes me feel better



I am confident in what I do and motivated to provide the best care and services possible



I guide, engage and support staff to provide best clinical care



I oversee the ongoing improvement of org-wide systems & culture supporting right care

5. OUR GOALS ... *Right Care cont ...*

live **BEST CARE**

Improvement

A number of systems exist to support staff to continuously monitor, report and review how we are providing right care. This includes risk management systems such as incident reporting, clinical audit, and the use of in-house and benchmarked indicator data sets.

This information supports the identification and actioning of opportunities to improve the way in which we provide right care.

From a strategic perspective, Western Health identifies objectives and strategies for a three year period relating to right care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following are the organisational objectives and strategies identified against right care for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

Alignment with National Safety & Quality Health Service Standards (NSQHS)

Right Care is aligned with the NSQHS Standard on Blood Management.



| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|--|--|--|
| By the end 2019/20, WH's approach to reporting and responding to variation in clinical practice and health outcomes will be routinely informing practice change | Implement an org-wide approach to reporting and responding to variation in clinical practice and health outcomes | Demonstrable changes in clinical practice informed by responding to variation. |
| By the end of 2019/20, clinical practices / systems supporting health equity will be aligned with external standards for best practice | Utilise external standards to evaluate and improve clinical practices / systems supporting health equity | Increased identification of patients experiencing stigma and marginalisation; Increased referral of identified patients into targeted clinical / support programs. |
| By the end of 2019/20, community partnerships and clinical practices will actively support the provision of care that is consistently respectful of, and responsive to supporting patient choice | Enhance community partnerships and clinical practices supporting respectful and responsive choice for end of life care | Increased record of conversations and documentation around choice for end of life care. |



live **BEST CARE**

5. OUR GOALS



We work together and in partnership with our patients to achieve the goals of providing person-centred, co-ordinated, right and safe care

Safe Care

Safe Care involves the design and delivery of care and services to minimise the risk of patient harm

The following organisation-wide systems support right care:

Patient First

In line with WH's 'Patient First' approach, consumers are engaged in a number of systems that support the review and improvement of safe care.

These include consumer representation on WH committees and working groups aligned with safe care, consumer feedback and patient story programs, the use of Volunteers to support safe care delivery, and opportunities for consumer engagement in improvement project co-design.

Leadership

The executive sponsor of safe care is the Chief Medical Officer.

A Safe Care Committee oversees monitoring, review and improvement activity aligned with safe care, and provides a reporting line for related clinical committees and working groups. This Committee has consumer representation and reports to the WH Best Care Steering Committee.

Process

A number of WH policies, procedures and guidelines focus the delivery of safe care. These are accessible to staff through the WH intranet and undergo review as scheduled or as indicated.

Workforce

A number of systems exist to support staff to understand and 'live' safe care in their day-to-day interactions with patients and/or the provision of services.

These include orientation on Best Care, training opportunities for specific clinical practice aligned with safe care, clinical supervision, performance development programs, and credentialing and scope of practice processes.



I feel safe



I keep patients from harm



I promote a culture of safety



I oversee the ongoing improvement of org-wide systems & culture supporting safe care

5. OUR GOALS ... *Safe Care cont ...*

live **BEST CARE**

Improvement

A number of systems exist to support staff to continuously monitor, report and review how we are providing safe care. This includes risk management systems such as incident reporting, clinical audit, and the use of in-house and benchmarked indicator data sets.

This information supports the identification and actioning of opportunities to improve the way in which we provide safe care.

From a strategic perspective, Western Health identifies objectives and strategies for a three year period relating to safe care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following are the organisational objectives and strategies identified against safe care for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

Alignment with National Safety & Quality Health Service Standards (NSQHS)

Safe Care is aligned with the NSQHS Standards on:

- Infection Prevention
- Medication Management
- Deteriorating Patient



| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|---|--|---|
| By the end 2019/20, consistent application, reporting and actioning of clinical reviews will be visibly supporting clinical practice improvement. | In line with Victorian Safer Care reforms, roll-out org-wide strategies to improve clinical review | Demonstrable evidence of actioned recommendations from clinical reviews Decreased incidence of medication errors |
| By the end of 2019/20, consistent application of org-wide systems will be supporting safe storage, prescription and administration of medications | Refine / design systems supporting storage, security, prescription and administration of medications | Increased use by patients and visitors of systems supporting safe care |
| By the end of 2019/20, patients and visitors will be routinely engaged in supporting safe care | Identify / redesign systems supporting engagement of patients & visitors in supporting safe care | |



live **BEST CARE**

5. OUR GOVERNANCE SYSTEMS

There are a numbers of quality systems that support our staff to lead, drive and create Best Care

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings - Leadership, Process, Workforce, Improvement, and as the central point 'Patient First'.

These systems are continually reviewed and improved as part of normal business.

An overview of each of these headings is provided on the following pages.

Alignment with National Safety & Quality Health Service Standards (NSQHS)

Our Quality Systems are aligned with the NSQHS Standards on Clinical Governance and Partnering with Consumers



5. OUR GOVERNANCE SYSTEMS

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Patient First' at the centre.



Patient First

... developing, implementing and maintaining systems to partner with consumers in planning, design, delivery, measurement and evaluation of care

'Patient First' is the central focus of the quality systems described in Western Health's Best Care Framework that support staff to lead, drive and create care that is person-centred, co-ordinated, safe and right for clinical needs.

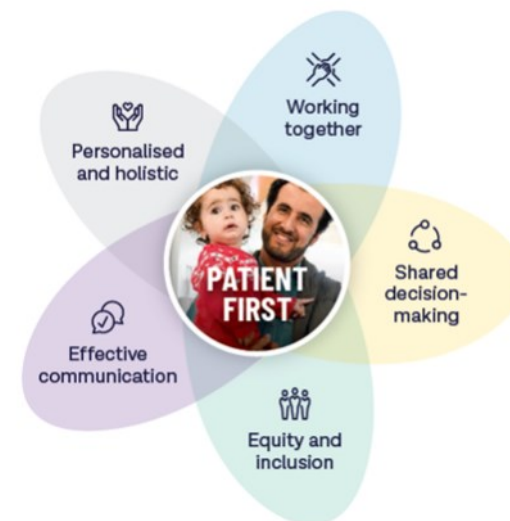
Patient First focuses on consumer partnerships to support planning, design, delivery, measurement and evaluation of care.

In line with the Safer Care Victoria (SCV) 2019 'Partnering with Healthcare' framework, five focus areas have been developed for Patient First to help us identify and bring together systems and improvements across Western Health that may bring real benefits to a positive patient experience.

These focus areas were identified through extensive consultation by SCV with consumers, health professionals and community members. Western Health has adopted these focus areas and adapted consumer goals to align with our Best Care Framework focus on Patient First.

The five focus areas of 'Patient First' are:

- > **Working Together ...**
I am included as a respected partner in reviewing and improving healthcare
- > **Shared Decision Making ...**
I am supported to make informed decisions about my healthcare
- > **Personalised & Holistic ...**
I receive personalised care that is informed by the experiences of others and supports me as a whole person
- > **Equity & Inclusion ...**
I receive care that is considerate of patient diversity and promotes inclusion
- > **Effective Communication ...**
I receive high-quality information that I can readily understand and act upon



5. OUR GOVERNANCE SYSTEMS ... *Patient First cont ...*

live **BEST CARE**

Systems

In line with WH's 'Patient First' approach, consumers are engaged in a number of systems that support the provision, review and improvement of care that is person-centred, co-ordinated, safe and right for clinical needs.

These include:

- > Engaging consumers in partnership opportunities
- > Co-designing care and service improvement with consumers and families
- > Identifying and enhancing key staff-patient communication and decision-making points across the patient journey
- > Incorporating consumer views and experiences into training and education
- > Using patient stories and feedback data to inform care and service delivery improvements
- > In consultation with consumers, improving the cultural safety of vulnerable patient groups
- > Engaging consumers in the development of clear written information
- > Providing different ways for consumers to provide feedback about their experiences in healthcare

Improvement

Developing, implementing and enhancing systems to support 'Patient First' is a shared responsibility across all of the areas of Western Health.

A 'Patient First' Committee brings together and supports system improvement designed to bring real benefits to a positive patient experience. Membership of this Committee includes staff who have specific roles regarding consumer partnerships, as well as those with a special interest in this area.

From a strategic perspective, Western Health identifies objectives and strategies for a three year period area against our grouped quality systems supporting Best Care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following is the organisational objective and strategy identified against 'Patient First' for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|---|---|---|
| By the end 2019/20, clinical and service practice improvement will be routinely informed by listening and responding to consumers | Assess and improve the maturity of org-wide systems supporting listening and responding to consumers. | Visible changes in clinical practice and service informed by consumer feedback; improved patient satisfaction ratings |



live **BEST CARE**

5. OUR GOVERNANCE SYSTEMS

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Patient First' at the centre.



Leadership

... leading a culture of best care within integrated and outcome focused governance structures

From a strategic perspective, Western Health identifies objectives and strategies for a three year period area against our grouped quality systems supporting Best Care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following is the organisational objective and strategy identified against Best Care leadership for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

A range of operational systems are in place to support leadership Best Care Leadership. These focus on:

- > Promoting a culture of Best Care
- > Using a Best Care Framework
- > Maintaining a Committee structure to support Best Care
- > Considering Best Care in business decision-making
- > Providing opportunities for leadership development to support Best Care

| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|--|--|---|
| By the end 2019/20, clinical practice at the front-line will be enhanced by the practical application of Best Care | Implement 'Live Best Care' initiatives to relate Best Care to the provision and ongoing improvement of clinical practice at the front line | Front line staff being able to describe enhancement to clinical practices aligned with the Best Care goals of person-centred, co-ordinated, right and safe care |

5. OUR GOVERNANCE SYSTEMS

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Patient First' at the centre.



Process

... maintaining and enhancing the policies, procedures, guidelines and tools supporting the delivery of best care

From a strategic perspective, Western Health identifies objectives and strategies for a three year period area against our grouped quality systems supporting Best Care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following is the organisational objective and strategy identified against Best Care process for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

A range of operational processes are in place to support our workforce to provide Best Care. These focus on:

- > Translating externally set standards and the best available evidence into process and practice that supports Best Care
- > Maintaining current, best care related policies, procedures & guidelines
- > Ensuring availability of comprehensive accurate and integrated healthcare records
- > Securely sharing accurate clinical information with authorised clinicians
- > Supporting clinicians to use the best available evidence
- > Monitoring & managing variation in clinical practice

| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|--|---|--|
| By the end 2019/20, WH's application and the independent assessment of version 2 of the National Standards for Safety and Quality will improve clinical processes supporting Best Care | Plan and implement a transition from version 1 to 2 of the National Standards | On independent assessment (accreditation), compliance with version 2 of the National Standards |

5. OUR GOVERNANCE SYSTEMS

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Patient First' at the centre.



Workforce

... recruiting and supporting a workforce with the right qualifications, skills and supervision to provide best care

From a strategic perspective, Western Health identifies objectives and strategies for a three year period area against our grouped quality systems supporting Best Care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following is the organisational objective and strategy identified against a Best Care workforce for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

A range of workforce management operational systems are in place to support our staff to provide Best Care. These focus on:

- > Supporting the workforce to understand their role and responsibilities for Best Care
- > Appropriately orienting and training the workforce to provide Best Care
- > Ensuring clinicians are appropriately credentialed and work within agreed scope of practice
- > Routinely reviewing individuals' performance in provide Best Care
- > Providing supervision to clinicians to provide Best Care

| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|---|---|--|
| By the end 2019/20, improved organisational capability and positive workplace will enhance the provision of Best Care | Plan and implement the 2018-2020 WH Best People Roadmap | Improved measures in the annual People Matter Survey |

5. OUR GOVERNANCE SYSTEMS

Quality systems that support our staff to lead, drive and create Best Care are grouped under five headings, with 'Patient First' at the centre.



Improvement

... continuous monitoring, assessment and reporting of best care

From a strategic perspective, Western Health identifies objectives and strategies for a three year period area against our grouped quality systems supporting Best Care. An annual WH Best Care Action Plan identifies implementation actions against the documented strategies. This Action Plan informs and is informed by the annual Western Health Business Planning Process.

The following is the organisational objective and strategy identified against Best Care improvement for the period 2017-20.

A new three year strategy will be developed in line with and informed by the development of Western Health's new strategic plan in 2020.

A range of operational systems are in place to support our workforce to engage in Best Care improvement activity. These focus on:

Supporting Best Care by Improvement involves:

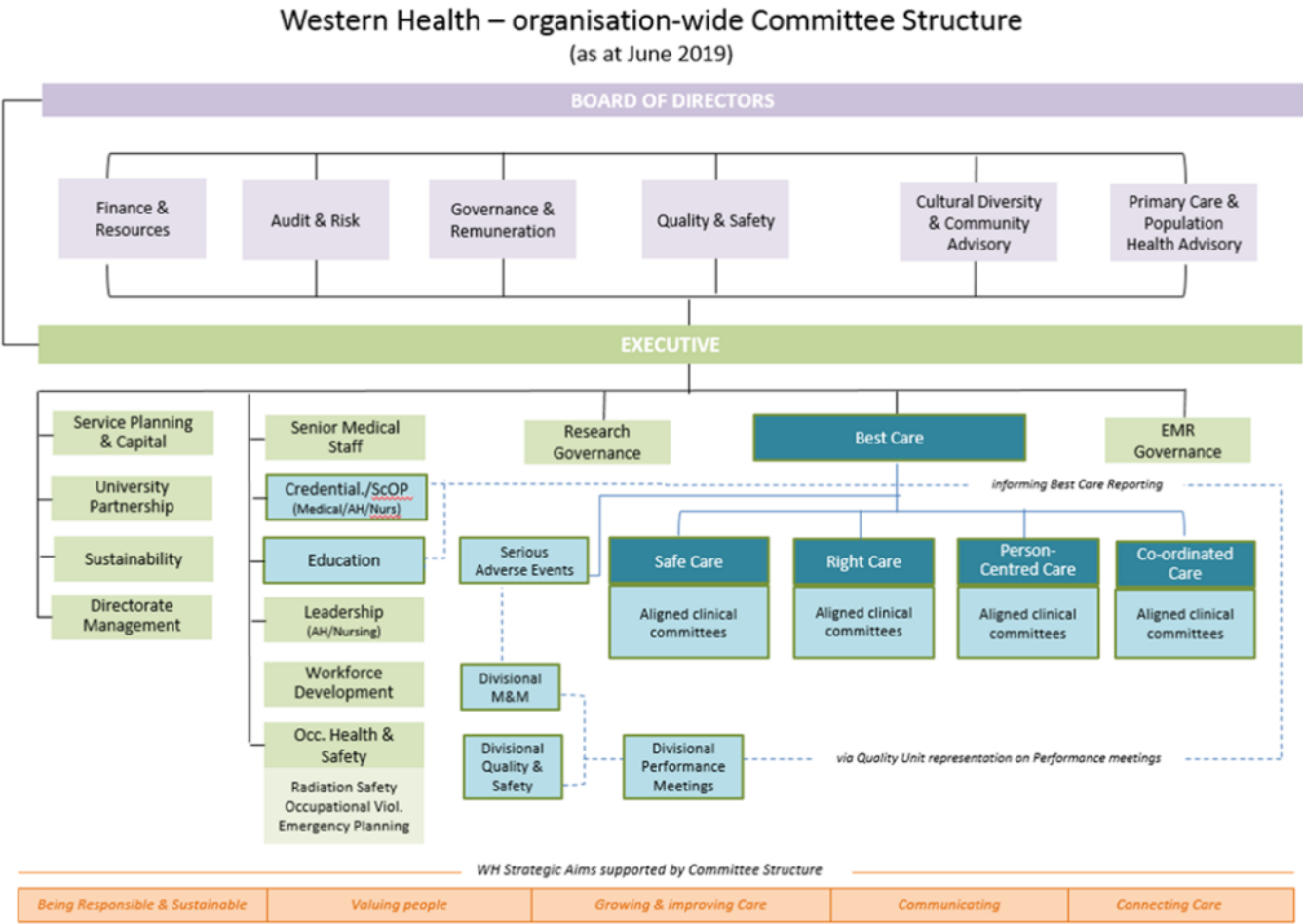
- > Utilising purposeful information collection from audits, indicators and incidents to analyse, share and respond to identified risks and opportunities to improve Best Care
- > Supporting improvement activity to maximise positive impact on patient care and outcomes
- > Reporting and recognising Best Care Improvement activity

| Organisational Objective | Organisational Strategy | We will know if we are successful by ... |
|--|--|--|
| By the end 2019/20, measurable clinical practice improvement within WH will be supported by a systematic and consistent org-wide approach to improvement | Establish the 'Western Way' - a systematic and consistent org-wide approach to clinical practice improvement | A visible 'Western Way' with measurable clinical practice improvement and positive feedback from staff |

6. BEST CARE FRAMEWORK REVIEW



Engagement of staff, volunteers, management and board members in Best Care activity and the impact of this on patient care is showcased in our Western Health Inspire Awards, annual Best Care Forum and our annual 'Quality Account' publication. The Best Care Framework and guiding policy are reviewed annually through the following Western Health Committee structure to ensure ongoing suitability.



7. References

- > Balding, C (2013) Create a Great Quality System in Six Months Blueprint. Qualityworks PL, Melbourne
- > Australian Commission on Safety and Quality in Health Care: The National Safety and Health Service Standard Version 2, 2016
- > DHHS (2016) Better, Safer Care. Delivering a world-leading healthcare system
- > Duckett et al (2016) Targeting zero, the review of hospital safety and quality assurance in Victoria. Authorised and published by the Victorian Government
- > Safer Care Victoria (2017) Delivering High Quality Healthcare: The Victorian Clinical Governance Framework. DHHS Victoria
- > Victorian State Government (2016) Health 2040: Advancing health, access and care
- > Safer Care Victoria (SCV) 2019 'Partnering with Healthcare' framework