Using the VHES at WH –
The journey so far

Ms Louise McKinlay, Director Quality, Safety and Patient Experience,
Who are we?

Located inner Western Suburbs of Melbourne
1030 Beds across 5 sites
About our communities

• Approx 800,000 people across the wider area we serve - predicted to grow to >1.1 million in a decade
• Two fastest growing municipalities in Australia - Wyndham and Melton – high proportion of young families
• Higher than average rates of diabetes, obesity, some cancers, mental illness, drug and alcohol addiction
• Outer West - lowest number of GPs, dental services and pharmacies per capita of any of the regions across Melbourne
• A high proportion of population born overseas - 33.9% (Brimbank 47% and Maribyrnong 43%)
• 16% prefer to use a language other than English
• Over 110 languages are spoken in local communities
Strategic Plan 2015-2020

OUR VISION:
Together, caring for the West
Our patients, staff, community
and environment

OUR PURPOSE:
Leading the delivery of a
connected and consistent
patient experience and
providing the best care to
save and improve the lives
of those in our community
most in need

EMBODYING THE VALUES OF:
• Compassion
• Accountability
• Respect
• Excellence
• Safety

ACHIEVING THE OUTCOMES OF:
• The best care for all our patients
• Improved health outcomes for our community
• Reduced waiting for patients and staff
• Partnerships that provide services where they best meet care needs
• Leading translational and health service research
• The best use of constrained resources
BEST CARE AT WESTERN HEALTH
A FRAMEWORK FOR QUALITY, SAFETY AND THE PATIENT EXPERIENCE.

PATIENTS TO RECEIVE BEST CARE...

It is important to my family and I that:
1. I am seen and treated as a person
2. I receive help, treatment and information when I need it & in a co-ordinated way
3. I receive care that makes me feel better
4. I feel safe

FRONT LINE STAFF TO PROVIDE BEST CARE...

1. I communicate with patients and their families and am sensitive to their needs & preferences
2. I am an active team player and look for ways to do things better
3. I am competent in what I do and motivated to provide the best care and services possible
4. I keep patients from harm

MANAGERS & SENIOR CLINICIANS TO LEAD BEST CARE...

1. I engage with and put patients first when making decisions
2. I look for ways to support staff to work efficiently and as part of a team
3. I guide, engage and support staff to provide best clinical care
4. I promote a culture of safety

EXECUTIVE & BOARD TO GOVERN BEST CARE...

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

WE WILL DEMONSTRATE THE WESTERN HEALTH VALUES IN ALL THAT WE DO... COMPASSION, ACCOUNTABILITY, RESPECT, EXCELLENCE, SAFETY

Begin with the end in mind –

What were we trying to achieve with Best Care?

Re-focus on what is important to the patient

Align quality & safety activity with strategic, operational and external driven priorities

Whole of System Approach

Integrate clinical performance measurement & reporting systems

Improve performance against clinical process & outcome indicators

Clarity of purpose and accountability

Focus on priority areas to enhance best care

Standardise processes supporting quality and consistency of experience

Great Patient Experience

Staff

Customer Focus

Quality Objective

Resources

Processes

Drivers

Continual Improvement

Data based Analytics

Enablers

Results

Western Health

BESTCARE

at Western Health
The vision for Best Care

The Western Health Framework for Quality, Safety and the Patient Experience describes a vision for ‘Best Care’ for all Western Health patients and sets out the behaviours, strategies and systems needed to achieve this vision.

We work together and in partnership with our patients to put patients first and achieve the following outcomes for every patient:

- Person-Centred Care … I am seen and treated as a person
- Co-ordinated Care … I receive help, treatment & information when I need it & in a co-ordinated way
- Right Care … I receive care that makes me feel better
- Safe Care … I feel safe

Our framework needed to be simple, meaningful, measurable and clear for our community and frontline staff and embedded in all we do.
Patient Feedback @ WH

Open Access Board Meetings

If Patients’ ran our hospital events

Volunteer collated patient feedback audits

Patient Story Program

Fill out a feedback form and put it in the feedback boxes

Talk to a staff member or volunteer

Leave a voice message on 1800 31 96 31

Ask to speak to the patient representative

Email us at: feedback@wh.org.au

Fill in a patient experience survey if selected through the Victorian Health Experience Survey process
Using the VHES (and feedback)

- Engagement with DHHS to assist navigation of VHES
- Defined Improvement activities
- Patient Experience Dashboard
- Patient Information Boards
- Regular Board Reports
- VHES Action Plan
Tracking Patient Feedback

THE PATIENT EXPERIENCE DASHBOARD - Internal feedback
Feedback period: Monthly: October 2016

FEEDBACK BOXES
Feedback box data collection process is currently under review.

THEMED COMPLAINTS [via RiskMap] - monthly

WARD BASED FEEDBACK (via volunteers) Oct 2016

COMPLAINTS / COMPLIMENTS [via RiskMap] - monthly

Western Health

BESTCARE at Western Health
### Core Questions

<table>
<thead>
<tr>
<th>Right Care</th>
<th>Safe Care</th>
<th>Co-ordinated Care</th>
<th>Person Centred Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core item 1</td>
<td>Core item 2</td>
<td>Core item 3</td>
<td>Core item 4</td>
</tr>
<tr>
<td>Patient Safety</td>
<td>Patient Safety</td>
<td>Patient Safety</td>
<td>Patient Safety</td>
</tr>
<tr>
<td>Patient Engagement</td>
<td>Patient Engagement</td>
<td>Patient Engagement</td>
<td>Patient Engagement</td>
</tr>
<tr>
<td>Patient Experience</td>
<td>Patient Experience</td>
<td>Patient Experience</td>
<td>Patient Experience</td>
</tr>
</tbody>
</table>

### DHHS Spotlight Questions

- **Core Care**: How often were the times and duration that you were in hospital and by whom was explained to you?
  - June 2016: 87.5% (n=267)
  - March 2017: 89.5% (n=147)

- **Person Centred Care**: Did you get enough time with your doctor or with someone who the hospital to talk about your health concerns?
  - June 2016: 77.5% (n=257)
  - March 2017: 79.5% (n=149)

### WH Spotlight Questions

- **Co-ordinated Care**: When you left hospital, did you feel you had all the information you needed to manage your health and care at home?
  - June 2016: 82.5% (n=273)
  - March 2017: 85.5% (n=156)

- **Person Centred Care**: Did you understand information given to you by the hospital staff about your health or care?
  - June 2016: 85.5% (n=257)
  - March 2017: 87.5% (n=149)
Specific examples of consumer driven improvement 2015/16

• **Patients & families told us they wanted more information about their health care ...** we opened a Patient Information Centre at Footscray Hospital

• **Patients told us that they don’t always know what’s happening with their care, particularly relating to discharge planning...** we introduced patient communication boards and discharge checklists as part of our “It’s About Time” project
Specific examples of consumer driven improvement

• General Practitioners told us they need timely & accurate access to patient information to support continuity of care … we rolled out GP-Messaging

  GP response:
  • “Fantastic improvement in the last year - well done”
  • “Electronic discharge summaries have helped a lot in managing our patients”
  • “The improvement in timeliness & quality of information from outpatients has been tremendous”

• Patients told us that staff don’t always introduce themselves … as part of our ‘First Impressions Program’, we introduced name badges & ‘Hello my name is’ campaign

• https://www.youtube.com/watch?v=CXDjim_ogx0
Consumers & partners told us they value the opportunity to discuss improvements in care/service delivery … we increased our number of open access board events

Open Access Board Events 2015/16

Dec ’15 – Design of Joan Kirner Women’s & Children’s Hospital
Feb ’16 – “If Patients Ran Our Hospital” (consumers)
Jun ’16 – “How can we do things differently” (community partners)
Oct ’16 - “If Patients Ran Our Hospital” (consumers & community partners)

Total number of attendees: 182

Satisfaction with events:
- 100% respondents thought the forums were a good idea
- 99% thought the focus of the forums was good or excellent
- 100% felt they had opportunity to contribute to discussions
Example of Improvement from “If Patients Ran Our Hospital” workshop discussion

Safe Care … if you ran our hospital, how would you make sure that the toilets, wards and general public areas were kept clean and tidy?

You said

- Look at high utilisation toilets and clean more frequently (with cleaning schedule on wall)
- Sign at toilets that points visitors to where other toilets are located
- Sponsor a toilet makeover (fundraising campaign)
- Dedicated cleaning positions & introduce a ‘roving’ cleaner to identify areas needing to be attended & single contact point for cleaning outside of schedule
- Introduce air fresheners in toilets
- “Help us keep our hospitals clean” promotion in bathrooms
Current approaches to improving the patient experience can be identified below:

**Western Health Annual Business Plan**
- Timely Care Plans (Patient Flow)
- First Impressions Improvement Plan
- Delirium Guidelines and Nutrition Action Plan
- Best Care Training Plan and Quality Action Plan
- NUM/ MUM development Program
- Staff Health and Well Being Plan
- Co-Design Projects (x5) e.g. Quiet Hospital

**Targeted Tactical Improvement Actions**
- Scoping the development of Accountable Care Teams
- Continued drive with bedside handover and patient participation
- Discharge planning including: improvements in the dispensing of discharge medications; more detailed information for patients and better use of discharge lounges
- Improved Cleaning activities including renovation of public toilets and carpet replacement
- Improvements in the quality and delivery of food and the greater assistance with eating for patients with specific disability (red dome on meal trays)
Highs and Lows

- Significantly improved patient/consumer focus & engagement in review of care & improvement
- DHHS visit assisted validation of data and analytical processes
- Free text very useful to contextualise

• Results up and down over time
• Timing of result release and ability to respond and see impact of improvements
• Site based results and engagement/ownership at a local level
• Would be great to get historical reports from the system
Challenges

• Making things stick – sustaining improvements in VHES and uptake of improvement programs e.g. communication boards not well used

• Feedback overload?……so much data…..how do we manage this meaningfully?

• How do we relate the improvement activities to the VHES data and vice versa?
The Future?

**Western Health Strategic Plan 2015 - 2020**

- Best Care Road Map - in development
- Western Health Experience Road Map - in development
- Outpatients Road Map - approved September 2016
Thank you