

# BETTER, SAFER CARE UPDATE

March 2017

Delivering a world-leading  
healthcare system

Welcome to the second edition of the *Better, Safer Care* update, which keeps you informed with progress implementing the *Targeting Zero* reforms. This March update outlines the key areas of reform focus over the coming months and what work is currently underway. It also highlights what health services should be doing and opportunities for engagement. For more information visit the [Better, Safer Care webpages](#) which are updated regularly.

## Safer Care Victoria

Safer Care Victoria is finalising work priorities over the next six months and we are focusing on:

- engaging the sector around safety and quality in health care, including the next meeting of the Victorian Clinical Council
- furthering clinical engagement and the revitalisation of the clinical networks
- working on patient experience, with application of co-design methodology in areas to be agreed.

## Current focus and updates

Sector engagement continues to be a key priority with our CEO, Professor Euan Wallace, visiting health services and forums across Victoria including Barwon South Western, Hume and Loddon Mallee regions. Safer Care Victoria will visit the Grampians regional CEO forum on 15<sup>th</sup> March and the Gippsland regional CEO forum in April.

## What we've heard from you

The sector has told Safer Care Victoria that they would like:

- greater advice on completing root cause analysis investigations and in-depth case reviews
- more support for Directors of Medical Services in regional and rural areas in the areas of quality and safety improvements
- best practice benchmarks in quality and safety targets
- clear and specific priorities on quality targets
- collated quality and safety data that provides a holistic view of performance for health services
- training for boards on new requirements for board members
- the ability to share excellence and ideas across the sector
- the ability to communicate issues, questions and ideas with Safer Care Victoria and the Victorian Agency for Health Information through an online forum or phone line.

*Safer Care Victoria is working with the Victorian Agency for Health Information and the department to address these requests from the sector.*

We are establishing **statewide meetings** with **Directors of Nursing** and **Directors of Medical Services** in public and private hospitals to provide open discussion on contemporary issues, challenges and opportunities.

There is a statewide forum for Public Sector Directors of Nursing and Midwifery on 15 March. This will be the first time in a number of years that Directors of Nursing and Midwifery will meet together to discuss quality care, safer outcomes and share learnings. Directors who would like to attend can email [safercarevictoria@dhhs.vic.gov.au](mailto:safercarevictoria@dhhs.vic.gov.au)

The first **Victorian Clinical Council** meeting for the year will be held on 31 March. The department received many applications for membership with approximately 80 consumer and clinical representatives appointed. The March meeting will agree terms of reference and a forward work program. The outcomes from the last Victorian Clinical Council meeting are available [here](#).

Associate Professor Christine Jorm's **Clinical Engagement Scoping** paper is under final review and will be released by the end of March for sector feedback. Health services will be advised of the release, with a series of consultations planned and a written submission process for feedback. For further information contact Robyn Hudson, Director, Clinical Engagement [robyn.hudson@dhhs.vic.gov.au](mailto:robyn.hudson@dhhs.vic.gov.au).

The **Emergency Care Clinical Network** held a sector event on February 24 with more than 200 clinicians and quality managers from both public and private health services attending. The forum provided the opportunity to hear from experts, share their knowledge, network and discuss the more than 50 quality improvement projects for 2017. The presentations will soon be posted on the [Emergency Care Clinical Network website](#), with event feedback available on twitter #eccn17.

## Recent appointments

**Dr Grant Davies** has been appointed **Director of Projects at Safer Care Victoria**. Dr Davies will work closely with the Clinical Engagement branch during the development of the Clinical Networks framework.

**Louise McKinlay** was recently appointed as the inaugural **Director of Patient Experience and Partnerships at Safer Care Victoria** and commenced on 6 March. Louise is working to ensure Safer Care Victoria has robust and effective engagement with a diverse range of patients and patient advocacy groups from across Victoria.

## Safer Care Victoria upcoming events

### ***National Stroke Data and Quality Improvement workshop - 21 & 22 March***

The Victorian Stroke Clinical Network is co-hosting the upcoming National Stroke Data and Quality Improvement workshop. Further information can be found [here](#).

### ***Sector-wide forum: Learnings from the incidents in Bourke Street - 29 March***

Safer Care Victoria is convening a forum on 29 March for the health sector to share learnings from Ambulance Victoria, the State Emergency Coordinator and major trauma hospitals following the recent tragic incidents in Bourke St. Health Service staff can book to attend [here](#).

### ***Sector wide forum: Dr. John Øvretveit - 29 March***

Safer Care Victoria has invited Dr. John Øvretveit, Professor of Improvement Implementation and Evaluation, Director of Research, LIME/MMC, Karolinska Institutet Medical University, Sweden to host a forum from 2.00 to 4.30pm on 29 March to share his knowledge and vision for patient involvement in all aspects of health care. Health Service staff can book to attend [here](#).

## What can health services do?

Health service staff are encouraged to attend sector events and participate in feedback sessions relating to the release of guidance materials and associated reports. Regional and rural CEOs may wish to attend the

forthcoming Grampians and Gippsland regional CEO forums, which Safer Care Victoria will be attending in March. You can follow us on Twitter, Facebook and Instagram all on [@safercarevic](#)

## Victorian Agency for Health Information

Over the next six months we are focused on recruitment and establishment and directing our efforts to:

- identify important measures of quality and safety, and improving the availability of this information to health services, Safer Care Victoria and the department to support risk oversight and risk management
- release our first public reports
- release Board Safety and Quality Reports on a routine basis
- improve the quality and reliability of information systems used to measure, monitor and report on safety and quality, in ways envisioned by *Targeting Zero*.

### Current focus and updates

In the last newsletter we advised that **safety and quality reports for metropolitan and larger regional health service boards** would be available from February. These reports are now being finalised. For further information contact Lynda Ross, Manager, Public and Board Reporting: [lynda.ross@dhhs.vic.gov.au](mailto:lynda.ross@dhhs.vic.gov.au).

The first meeting of the **Victorian Health Incident Management System Project Control Board** was held in early February. The board will guide and govern the implementation of an improved incident reporting system in Victorian health services (VHIMS2), with members including senior hospital representatives, Safer Care Victoria, the department and interstate experts. It is chaired our CEO Dr Diane Watson. The implementation approach is being examined in detail so the recommendations arising from *Targeting Zero* are met. For further information contact Brooke Treacher, Subject Matter Expert, Clinical Analytics: [brooke.treacher@dhhs.vic.gov.au](mailto:brooke.treacher@dhhs.vic.gov.au).

The agency is also establishing a **Clinical Measurement and Reporting Committee** to ensure our clinical quality and safety and patient outcomes performance information is valid, useful, reliable and easy to interpret. The committee will be chaired by the department's Chief Nursing and Midwifery Officer, with membership to include the Chief Medical Officer and a number of clinicians and clinical directors from health services. For further information contact Cheryl Harkins, Acting Director, Management, Report and Information Systems: [cheryl.harkins@dhhs.vic.gov.au](mailto:cheryl.harkins@dhhs.vic.gov.au).

### Victorian Agency for Health Information upcoming events

#### ***Better, Smarter Care: Reducing Unwarranted Variation - Melbourne 3-4 May***

This two-day event will offer Australian and international audiences information on promising policy and practice responses to deliver better, smarter healthcare in response to data on unwarranted variation. It features best practice approaches to measuring and reporting on clinical variation in ways that drive improvements in care. There will be panel discussions and plenary speakers from Australia, Canada, England, Germany, New Zealand and South Korea.

Invitations will go out to public and private health services shortly and there is no charge to attend.

## What can health services do?

Following the release of safety and quality reports for health service boards, the agency encourages health services to feedback on the reports, including how subsequent editions should be improved.

## Health Service Policy and Commissioning Division

The Health Service Policy and Commissioning Division and broader department have an extensive work program to address *Targeting Zero* recommendations. Key priorities for the next six months include:

- developing a new performance monitoring framework
- improving the board appointments process
- developing a role delineation framework and its supporting capability frameworks (see further information below).

The legislative program also remains a key focus as is our continuing work with rural health services to strengthen collaboration on clinical partnerships.

## Current focus and updates

Work developing a new **performance monitoring framework** (PMF) that supports a more contemporary approach has commenced. The new PMF will combine a broader set of quality indicators sourced from existing datasets with an assessment of cultural and governance risk in hospitals.

Health services will play a key role to assist the department identifying relevant measures and the development of a new performance assessment methodology. We are engaging with the sector to help shape the new approach and will continue to do through metropolitan and regional CEO forums. Advisory groups will be formed as required to assist in development. The policy framework supporting the PMF will be released in June 2017 and there will be further consultation on how measures can be implemented. For further information, please contact Mary Manescu, Manager, Performance Strategy: [mary.manescu@dhhs.vic.gov.au](mailto:mary.manescu@dhhs.vic.gov.au).

A new **program of training for boards** will be progressively rolled out across the state. The first of three training topics will be clinical governance with later topics to be confirmed. A **'Director's Toolkit'** (a 'go to' governance handbook for boards) is also being developed and is in the final consultation phase. This will assist public health board members to better understand their role and the operating environment of the public sector health service entities they govern. It may also be of relevance to private health services with boards. It is expected that the toolkit will be made available in early to mid-2017. For further information, please contact Kristy Spillman, Assistant Director, Governance: [kristy.spillman@dhhs.vic.gov.au](mailto:kristy.spillman@dhhs.vic.gov.au).

A key recommendation of Targeting Zero was for stronger risk management across the health system through formalised role delineation. This is being progressed through the **Statewide design, service and infrastructure plan for Victoria's health system**, due to be released in mid-2017. Work is also being completed on the development of a statewide approach to capability frameworks and the volume outcome relationships for specific treatments or services.

By clearly defining roles of service providers and relationships between them, we will improve patient access to the right care in the right place, particularly for regional and rural Victorians where some specialised services are not available locally. Capability frameworks will guide decisions about what workforce and infrastructure capacity is

required, to support our health services to deliver high quality, safe care.

Strong sector engagement will be essential to the successful implementation of role delineation over time. There will be a dedicated session to seek clinician feedback on the proposed implementation approach and sequencing at the 31 March 2017 meeting of the Victorian Clinical Council. For further information, please contact Jane Blurton, Manager, System Design: [jane.blurton@dhhs.vic.gov.au](mailto:jane.blurton@dhhs.vic.gov.au).

A regulatory '**Compact**' has also been set-up between the department and the Australian Health Practitioner Regulation Agency (AHPRA). This covers arrangements for information sharing about clinicians (and unregistered practitioners holding themselves out to be qualified or registered) who may be the subject of notifications or complaints – so each party can take appropriate action, including the department notifying hospitals where relevant. Arrangements are subject to applicable privacy and other statutory obligations.

A management committee between the department and AHPRA is being established to oversee implementation. For further information, please contact Dean Raven, Director, Health and Human Services Workforce: [dean.raven@dhhs.vic.gov.au](mailto:dean.raven@dhhs.vic.gov.au)

## What can health services do?

Health service boards should consider any existing or emerging skill gaps or ongoing educational needs so they are well placed to participate in training as part of their annual performance assessment.

**Please note** departmental staff are available to advise rural health boards about *Targeting Zero's* recommendations around rural health boards and broader departmental priorities. Health services can request departmental staff attend board meetings by contacting their local Rural Health Manager, or by sending an email to [qualitysafetyreview@dhhs.vic.gov.au](mailto:qualitysafetyreview@dhhs.vic.gov.au).

### Your queries

Received from the sector - If you have any questions send them to [qualitysafetyreview@dhhs.vic.gov.au](mailto:qualitysafetyreview@dhhs.vic.gov.au)

#### **Where is the legislative program relating to Targeting Zero up to?**

The government committed to introducing a Bill into Parliament in 2017 to address a number of the *Targeting Zero* recommendations requiring a legislative response. It also committed to modernising the *Health Services Act 1988* including consultation on a statutory duty of candour.

Work on that legislative proposal is well advanced, however it does not address all the recommendations from *Targeting Zero*, as some require further consultation. While detail of the legislation is unavailable due to Cabinet confidentiality, the emphasis is to enable broader system reforms and improvements to underpin an enhanced focus on quality and safety.

#### **What is the board appointments process in the absence of the Boards Ministerial Advisory Committee?**

The establishment of the Boards Ministerial Advisory Committee (BMAC) is underway. The BMAC will provide advice to the Minister on proposed board appointments to public health services and hospital boards to ensure all boards are highly skilled, independent and effective. Once convened, the BMAC will take responsibility for the oversight of the board appointments process. We will keep you updated on the appointment of the Chair.

The board appointments process started in January. The approach adopted mirrors *Targeting Zero* recommendations. Information has been sent to Board Chairs on the boards' appointment process and the current appointment round closed on 19 February.

### ***What is being done to engage carers and consumers?***

Safer Care Victoria, the Victorian Agency for Health Information and the department are committed to working with consumers and carers around the implementation of the *Targeting Zero* reforms.

Safer Care Victoria has established a new branch focused on Patient Partnerships and Experience. This branch is responsible for increasing the involvement of patients and community stakeholders in safety and quality improvement activities. The branch will work to support a person-centred approach to safety and quality improvement initiatives and develop the capacity for people to participate fully in their care received in health services.

Consumer representatives have also been appointed to the Victorian Clinical Council, which provides high-level strategic advice on quality and safety issues. For information, [click here](#).

We will keep you updated on progress in this area and opportunities for engagement.

In addition, Ms Sophy Athan, Chair of the Health Issues Centre, is a member of the *Targeting Zero* Implementation Oversight Steering Committee which monitors progress on recommendation implementation. Sophy has been an advocate in the health sector for over 13 years and provides advice and perspectives on the engagement of consumers and carers.

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