



# Safety and Quality Improvement Strategy

2020 – 2023

# Introduction

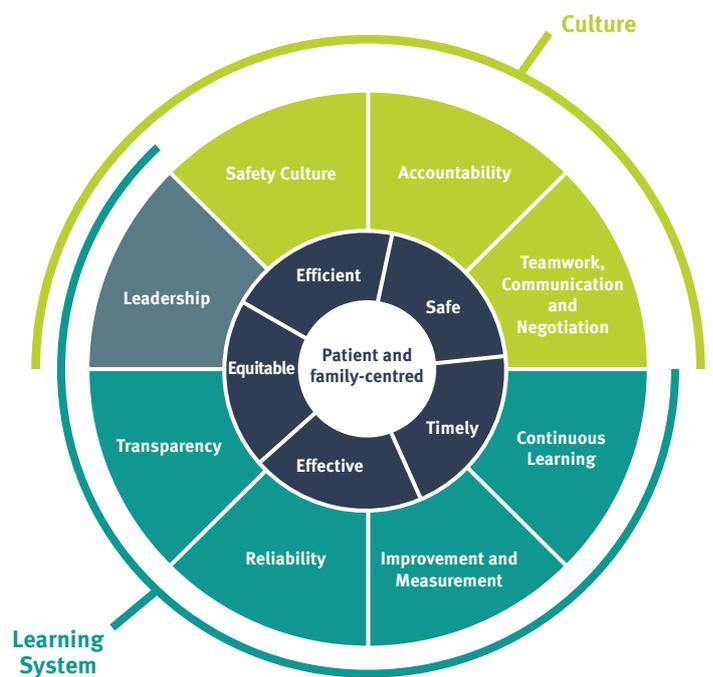
West Moreton Health faces the same safety and quality challenges as other healthcare organisations worldwide – growing demand, limited resources, variations in care and a level of preventable patient harm that is still too high. However, West Moreton also has dedicated and skilled staff and leaders who are committed to a journey of continuous improvement in the safety and quality of care provided to our community.

The West Moreton Health Framework for Safety and Quality sets out the way we govern safety and quality – how we define quality, the various roles and responsibilities for safety and quality across the organisation and the elements of our system that combine to assure the delivery of safe and continuously improving healthcare. In this Safety and Quality Improvement Strategy 2020-23 we set out our improvement aspirations and how we will achieve them over the next three years.

West Moreton Health has adopted and adapted the Institute for Healthcare Improvement’s Framework for Safe, Reliable and Effective Care<sup>[1]</sup> as a ‘roadmap’ for improving care based on two foundational domains – culture and the learning system – centred around the engagement of patients and families, to deliver quality care. With eight interconnected components, the eventual goal is to have all the components in place and working together to form a reliable system that consistently delivers safe, reliable, and effective care to patients.

In this context **culture** describes the product of individual and group values, attitudes, competencies, and behaviours that form a strong foundation on which to build a learning system.

A **learning system** describes an ability to self-reflect and identify strengths and weaknesses, both in real time and in periodic review intervals.



[1] Frankel A, Haraden C, Federico F, Lenoci-Edwards J. A Framework for Safe, Reliable, and Effective Care. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe and Reliable Healthcare; 2017.

The eight components of the framework are interconnected and interdependent:

<b>Safety Culture</b>	Creating an environment where people feel comfortable and have opportunities to raise concerns or ask questions.
<b>Accountability</b>	Being held to account to act in a safe and respectful manner, given the training and support to do so.
<b>Teamwork, Communication and Negotiation</b>	Developing a shared understanding, anticipation of needs and problems, and agreed-upon methods to negotiate these as well as conflict situations.
<b>Leadership</b>	Facilitating and mentoring teamwork, improvement, respect, and safety culture.
<b>Transparency</b>	Openly sharing data and other information concerning safe, respectful, and reliable care with staff, partners and the community.
<b>Reliability</b>	Applying best evidence and minimizing non-patient-specific variation, with the goal of failure-free operation over time.
<b>Improvement and Measurement</b>	Improving work processes and patient outcomes using standard improvement tools, including measurements over time.
<b>Continuous Learning</b>	Regularly collecting and learning from both successes and failures.

The Safety and Quality Improvement Strategy on the following page sets out what each component of the framework means here at West Moreton, our key improvement strategies and our 2023 targets towards care excellence.



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# Safety and Quality Improvement Strategy 2020 – 2023

## Quality care

Element	What does it mean at West Moreton?	How can we improve?	Care Excellence Targets	Link to Strategic Plan
Safe	<ul style="list-style-type: none"> <li>We provide the right care that keeps our patients and each other safe.</li> </ul>	Implement the Hospital Acquired Complications improvement plan	Reduced Hospital Acquired Complications	Better care
Timely	<ul style="list-style-type: none"> <li>We provide care at the right time and work to reduce any delays to a seamless patient journey.</li> </ul>	Continue to optimise our ieMR system	Reduced readmissions	Interconnected care
Equitable	<ul style="list-style-type: none"> <li>We provide the same care to all patients, regardless of ethnicity, gender or income.</li> </ul>	Improve cultural safety for Aboriginal and Torres Strait Islander patients	Improvement in Close the Gap health KPIs	Person-centred care
Effective	<ul style="list-style-type: none"> <li>We provide the 'right care' based on the best evidence that we develop and adopt.</li> </ul>	Implement the Better Ideas for Better Care initiative to help staff drive research and evidence-based quality improvement	Increase in research activity and grants	Better care
Efficient	<ul style="list-style-type: none"> <li>We provide care in the 'right way' to make the best use of our resources.</li> </ul>	Implement select Choosing Wisely initiatives	Reduced % of low value care	Better care
Person-centred	<ul style="list-style-type: none"> <li>We provide care by working to understand the needs of each patient and providing care that is respectful and responsive to their preferences, needs and values.</li> </ul>	Develop and implement a digital patient experience survey	Improved patient experience measures	Person-centred care



## Culture

Element	What does it mean at West Moreton?	How can we improve?	Care Excellence Targets	Link to Strategic Plan
Safety Culture	<ul style="list-style-type: none"> <li>All staff feel safe to speak up</li> <li>Questions, feedback and innovations are encouraged and expected</li> <li>Leaders respond to concerns and actively encourage improvement and innovation</li> <li>Staff have basic tools to improve quality</li> </ul>	<p>Implement an organisational speaking up for safety program.</p> <p>Annual action plans following each safety climate survey.</p>	Year-on-year improvement in safety climate survey participation and results	Better Care Caring for our teams
Accountability	<ul style="list-style-type: none"> <li>Actions and behaviours are held to account</li> <li>A just culture drives decision-making</li> </ul>	1:1 conversations	Most staff have at least one 1:1 Conversation with their manager annually	Caring for our teams
Teamwork, and Communication	<ul style="list-style-type: none"> <li>Communication is clear and respectful</li> <li>Conflict is managed through shared understanding and negotiation</li> </ul>	Use simulation training with interprofessional teams to promote clinical learning and improved communication	More clinical training is delivered via interprofessional simulation training	Better Care Caring for our teams
Leadership	<ul style="list-style-type: none"> <li>Leaders commit to safety and quality excellence</li> <li>Leaders create an environment of respect and trust and model actions and behaviours</li> </ul>	#everyoneisaleader Care Excellence Framework	Year-on-year improvement in Working for Queensland survey results	Caring for our teams

## Learning system

Element	What does it mean at West Moreton?	How can we improve?	Care Excellence Targets	Link to Strategic Plan
Transparency	Meaningful safety and quality data is accessible to patients, families and staff in a timely manner	Develop electronic performance reporting dashboards for all departments	Every clinical department has access to real-time clinical data on relevant indicators	Interconnected care Better Care
Reliability	Application of improvement and reliability science Standardise, simplify and reduce variation	Implement standardised clinical care pathways	Reduced variation in key clinical care pathways	Better care
Improvement and Measurement	Systematic approach to quality improvement All staff have quality improvement knowledge Measurement is central to improvement	Implement the Safety and Quality Training framework	Most staff have received basic quality improvement training	Better Care Caring for our teams
Continuous Learning	Learn from what goes right as well as what goes wrong Proactive identification and prevention of causes of harm Embed learning and feedback systems	<p>Establish a learning system that provides timely information from SAC1 incident analyses to frontline staff</p> <p>Analyse trends in reported SAC3/SAC4 incidents and consumer feedback to identify improvement opportunities.</p>	A record of clinically-driven quality improvements from SAC3/SAC4 clinical incidents and consumer feedback	Better Care



*Caring Better Together*