



Know to grow: Improvement through self-assessment and learning



Louise McKinlay CEO



Dr Paul Eleftheriou

Acknowledgement of Country

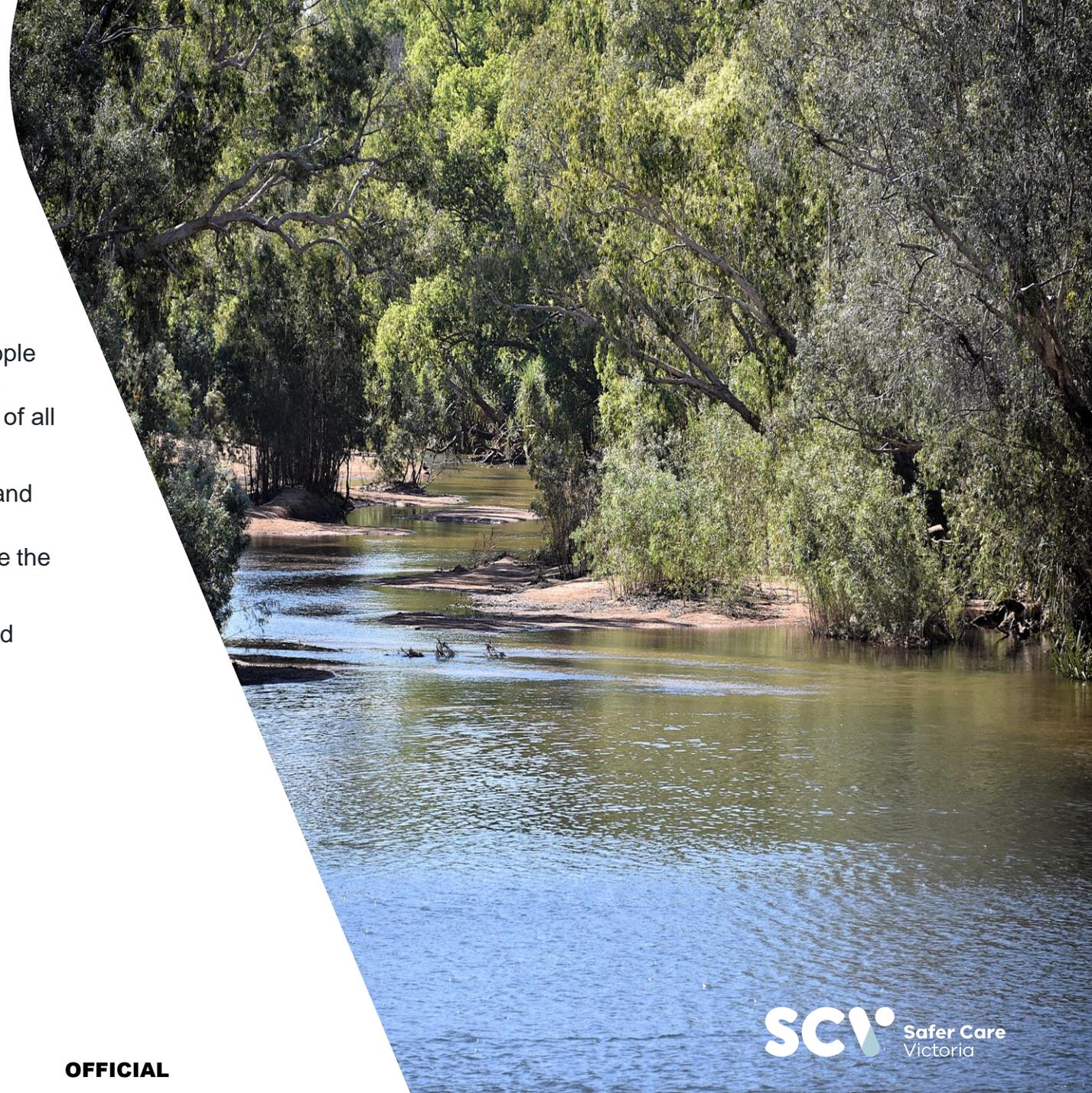
SCV acknowledges the strength, power, and resilience of Aboriginal people as members of the world's oldest living culture. We recognise Aboriginal people as Australia's First People and honour the richness and diversity of all Traditional Owners.

We respect the customs and languages practiced by Aboriginal people and their deep spiritual and cultural connections to land and water. We are committed to a future based on equality, truth, and justice, and recognise the ongoing systemic injustices faced by Aboriginal people.

We pay our deepest respects to ancestors, Elders, and leaders, past and present, whose strength and fortitude have paved the way for future generations.



Kevyn Morris | The creek comes in



OFFICIAL

Overview

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The Victorian context

Safer Care Victoria

Established in January 2017, Safer Care Victoria (SCV) is the state's lead agency for monitoring and improving quality and safety in Victorian healthcare.

We support health services and clinicians to identify and respond to areas for improvement, and work closely with consumers, families and carers to ensure they are at the centre of everything we do.



SCV Strategic Plan



Our vision

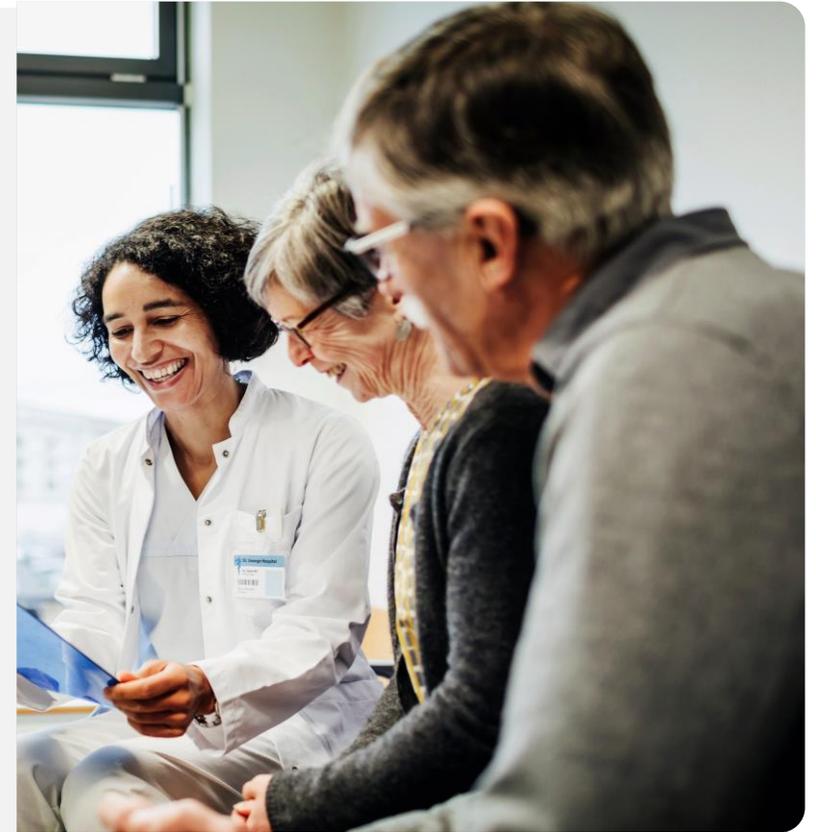
A safer healthcare system for all Victorians

We share the Department of Health vision that Victorians are the healthiest people in the world



Our aim

To co-create a consistently safe and continuously improving healthcare system





The Whole System Approach

KNOW what matters

Real-time & predictive data & insights from:

Patients, Families & Communities



Staff



Performance Dashboards



Clinical Operating Systems



Funders, Regulators & Governing Bodies



Vision & Strategy

DELIVER what matters

Whole System Quality: Juran Trilogy

Quality Planning

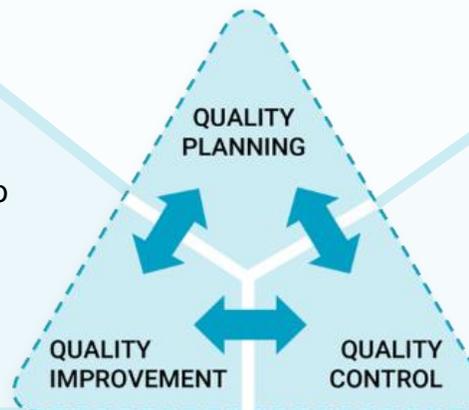
- **Understand** customer needs & what matters
- **Define** quality & safety goals
- **Establish** standards & protocols to deliver desired performance (goals)
- **Invest** in people (capabilities), resources & systems

Quality Improvement

- **Focus** on strategic priorities where new levels of performance are needed
- **Utilise improvement methods** & structured approaches to redesign services & achieve new levels of performance
- **Test, learn, adapt and spread** changes to improve performance across the system

Quality Control

- **Monitor data** & embed practices (huddles) to identify gaps between current & desired performance or predict issues/risks
- **Reduce unwanted variation** in performance (gaps) by problem solving, managing risks & utilising standard work/protocols
- Respond to insights from **licensing, accreditation, and professional oversight bodies** (Quality Assurance)



ENABLE what matters

Psychological Safety



Trust



Leadership



Constancy of purpose



Transparency



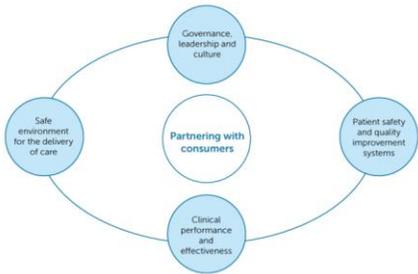
Person-centeredness



Teamwork



Evolution of the Victorian Clinical Governance Framework

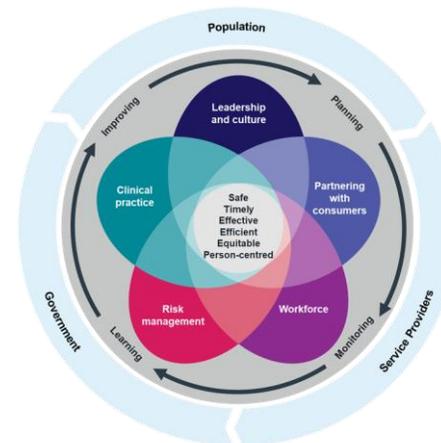


- Statutory Duty of Candour legislated in Victoria
- Inaugural Victorian Chief Quality and Safety Officer role developed

- SCV commenced work to refresh the framework, including broad stakeholder consultation

- Victorian Clinical Governance Framework refreshed
- Clinical Governance Health Check developed

- Clinical Governance Maturity Matrix will be available by March 31, 2025.



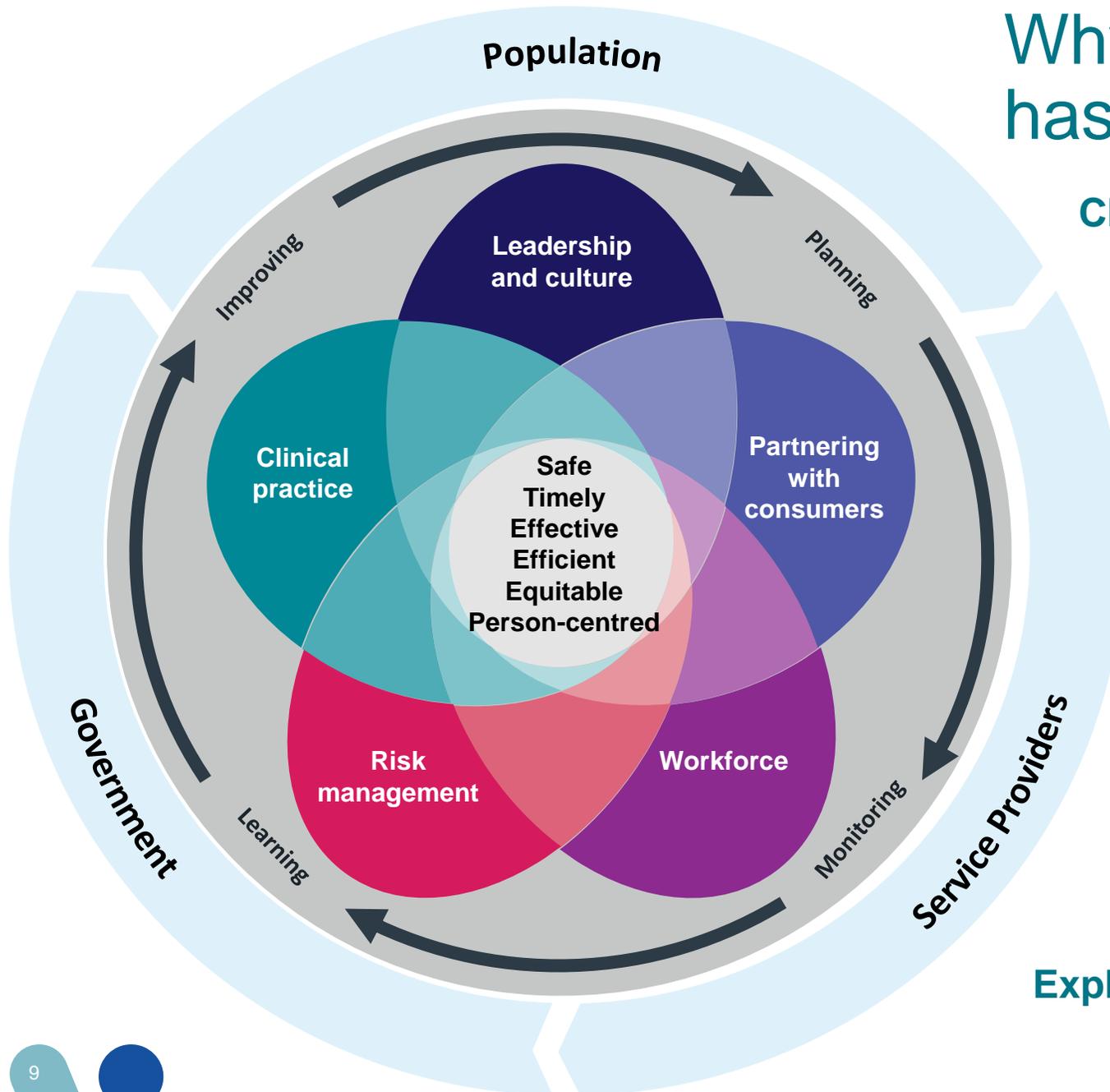
Partnership with the Nous Group

Why we sought to collaborate?

- Independence and objectivity to ensure an unbiased output from the sector
- Additional expertise from senior leaders from within the health sector
- Structured approach to consultation and co-design
- Maximise reach of stakeholders within the sector and throughout other comparable jurisdictions



Why did we refresh and what has changed?



Clinical governance domains are unchanged

Clarified high-quality care definition

Clearer articulation of organisational learning for S&Q:

- **Plan, Improve, Monitor, Learn across the domains to deliver high-quality care**

Identified the healthcare ecosystem in which we operate

Statutory Duty of Candour and the development of the Chief Quality and Safety Officer role

Explained the ideal clinical governance mindset

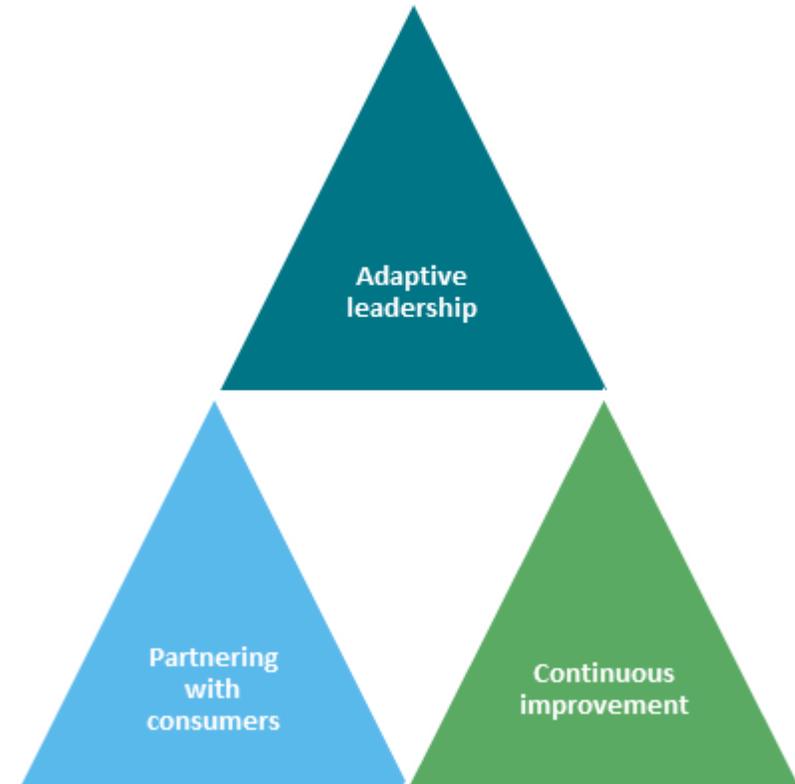
How we are helping leaders know to grow...

The secret of change is to focus all of your energy, not on fighting the old, but on building the new.

—Socrates

Helping leaders know to grow

All have been developed in alignment with the Victorian Clinical Governance Framework to support its application locally



The ideal clinical governance mindset



Example of 'Signs of Success'

Partnering with consumers

Signs of success: Partnering with consumers

Consumers report excellent experience

- Boards monitor Victorian Healthcare Experience Survey results overlaid with internal consumer experience data, complaints, and compliments, to understand the consumer experience.
- Positive patient survey feedback, particularly on questions related to information and involvement.
- Shared understanding of establishing goals related to care outcomes.

Consumer partnership is evident in organisation actions

- Consumer engagement and input is actively sought and genuinely valued, with ideally at least two or three consumers on a board.
- Able to identify changes made in response to complaints or feedback from an active consumer advisory committee whose members are trained and supported.
- The organisation monitors implementation and progress against the *Partnering in Healthcare framework* and has an organisational strategy that supports open and transparent reporting to the board on consumer sentiment.

Consumer involvement in decision-making is evident at all levels

- Consumers are encouraged and equipped to participate in organisational strategy and decision-making for care improvement.
 - Formalised board reporting channels and structures that enable genuine consumer involvement.
 - Change is led or co-led by consumers.
 - Consumers on board sub-committees feel they are making a useful and respected contribution to improving care.
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Example of organisational learning in application

How partnering with consumers achieves high-quality care

Action	Plan	Monitor	Learn	Improve
Consumer feedback	Consumers are aware of how to provide feedback about the care they receive at a service.	The number of people completing feedback surveys and looking at complaints and compliments is monitored	Explore what matters most to consumers and what makes for a high-quality care experience.	Use insights from feedback to improve consumer experience.
Consumers participate in shared decision-making	Consumers receive information that is easy to understand and can share in decision-making about their care.	Feedback is actively sought from consumers about the information received and the usefulness of that information in making decisions about their care	Identify barriers and enablers to information sharing to facilitate informed decision-making and health literacy.	Use insights from feedback to improve consumer information provisions.
Culturally safe and inclusive care	The cultures, identities, beliefs, and choices of consumers are respected.	This may be measured through the addition of questions to consumer feedback surveys.	Identify organisational oversight regarding cultures, identities, beliefs, and choices through consumer feedback.	Address any oversight by building awareness to improve consumer experience of culturally safe care and organisational practices that provide inclusive care.

Helping leaders know to grow

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Clinical Governance Health Check

- An assessment tool to support Victorian health service boards and executive to improve their co-leadership of clinical governance
- Online questionnaire
- Results are reported at the overall aggregate level and by participant group (e.g., board members and executives)
- Participants receive a structured debrief of the results with facilitated feedback groups on their interpretation of the results
- Enables a discussion about areas of agreement and divergence of opinion, which might not be easy to do without the assistance of the diagnostic
- Used to create board and executive clinical governance improvement plans or to support focussed leadership development in one of our programs

Clinical Governance Maturity Matrix

- An organisational diagnostic to build insight into the maturity of clinical governance structures, systems, processes, and culture at all levels and across the health service
- Based on the premise of other, similar diagnostics, such as the Health ICQ, Organisational Strategy for Improvement Matrix and the Clinical Governance Stocktake
- Half-day facilitated workshop with organisational-wide representation to assess, reach agreement, and prioritise areas of focus to mature local clinical governance
- Will support Local Health Service Network establishment in Victoria

Why did we not just stop at refreshing the Victorian Clinical Governance Framework?

Why focus on diagnostics?

- SCV is developing tools to ensure universal language across services in our state
- Universal languages lead to shared understanding and mental models for ‘what good looks like’
- We appreciate there are multiple tools and ways to assess clinical governance in practice, and this is not intended to replace those
- The **important take away** is organisations engage in self-assessment and reflection to improve how they perform their clinical governance role and are committed to continuous improvement, and understanding opportunities for improved and sustained high-quality care delivery



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Thank You