Canberra Health Services

Creating Exceptional Health Care Together

Exceptional Care Framework 2020–2023

ACT Government | Canberra Health Services

canberrahealthservices.act.gov.au

Contents

Why? 4

Exceptional care 4

Our Exceptional Care Framework 5

What? 6

Our consumers' experience of exceptional care 6

How? 8

Our foundations of exceptional care 8

Embedding exceptional care 10

Measuring exceptional care 11

Measuring outcomes for exceptional care 13

Who? 14

Your role - exceptional care for every consumer, every time 14

Accessibility (how to get this information in other ways)

If you want to receive this information:

- **in larger print**
- **or hear it on audio**

please telephone (02) 5124 0000.

If you need the translating and interpreting service – please telephone 131 450.

National Relay Service phone 133 677 then ask for 133 427.

For further accessibility information, visit: www.canberrahealthservices.act.gov.au/accessibility

The ACT Government is committed to making its information, services, events and venues, accessible to as many people as possible.

www.canberrahealthservices.act.gov.au | Phone: 132281 | Publication No 22/2020

© Australian Capital Territory, Canberra May 2022

Version 2 – Amended to reflect CHS Governance Committee Review
Version 1 – Endorsed by Canberra Health Services Governance Committee on 12 August 2020
To be reviewed in July 2023

Creating exceptional health care together.

Why?

Exceptional care

At CHS we want the health care we provide to be exceptional. Every member of our CHS team has a role to play in providing exceptional care to our consumers.

Our Vision is 'creating exceptional health care together'.

This means:

Together we are a caring team.

We will be successful when:

- people say, every day, 'I trust you to look after me when I am at my most vulnerable'
- carers and family members say, every day, 'I feel safe to leave my loved one in your care'
- staff and healthcare partners say, every day, 'I have pride in my work, and I want to help us all improve'.

We celebrate our successes as one community, and we create a world where people flourish in their best health.

This is our promise to each other, our consumers, their families and carers and our community.

To achieve this vision, we need to have a shared understanding of what exceptional care looks like for our consumers, their families and carers, our community and each of us. We need to translate this into our everyday actions.

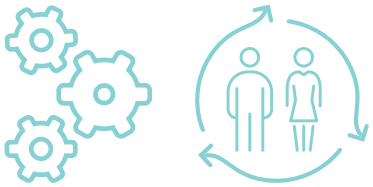
To receive exceptional care, it is important to our consumers that their care is:

Personal

I am seen and treated as a respected person

Effective

My care helps me to feel better



Connected and accessible

Everyone is on the same page about my care

Safe

I feel safe

Well-led

I have confidence and trust in those caring for me

This shared understanding and ownership of exceptional care, by all members of the CHS team, makes it possible to keep our promise to our consumers, their families and carers, our community and each other to create exceptional health care together.

Our Exceptional Care Framework

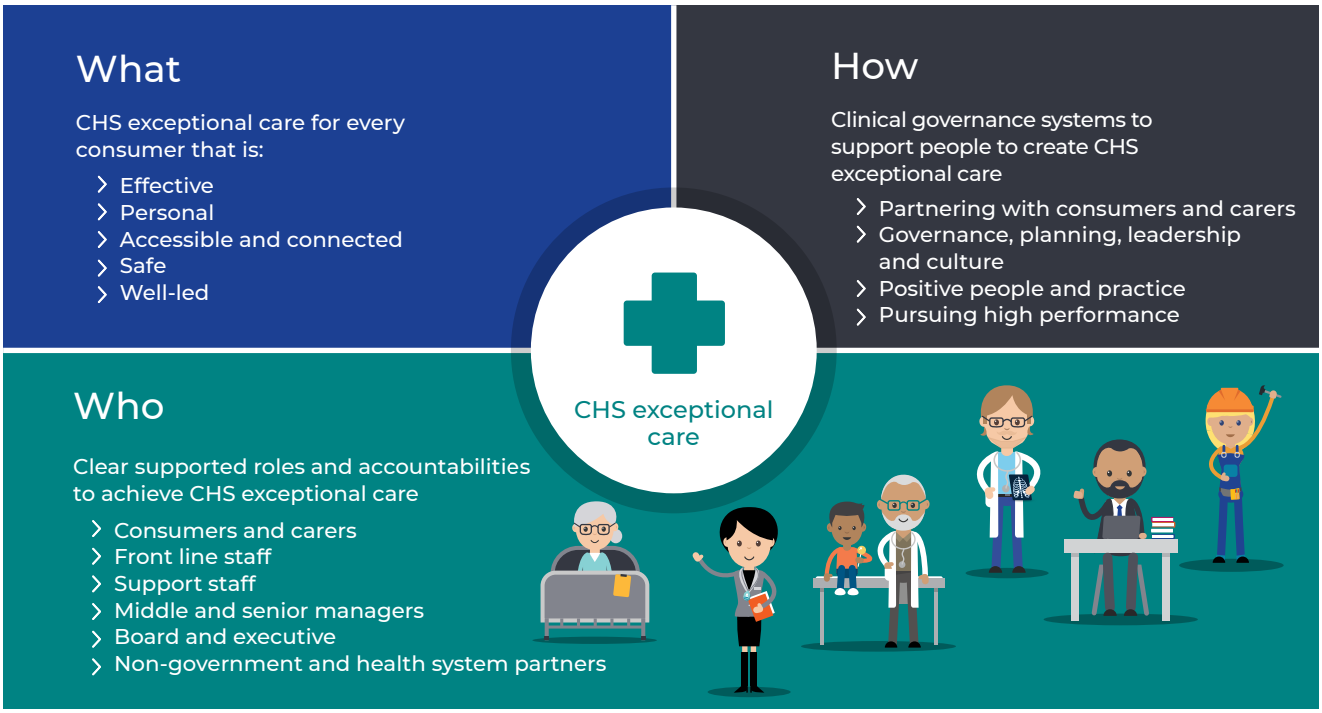
Our Exceptional Care Framework describes our approach to exceptional care at CHS. It gets us all on the same page about what exceptional care is, the actions we'll take every day, how our team members and consumers will be supported, and how we'll track our progress towards exceptional care for every consumer, every time.

Our Exceptional Care Framework is our framework for operational excellence and ensures we deliver on our strategic plan. It builds confidence we are managing risk, meeting our legislative obligations and governing the organisation well. This framework is our integrated approach to:

- **our clinical governance** – how we ensure that our consumers receive safe and high-quality health care
- **our consumers** – how we deliver exceptional care together in partnership
- **our planning processes** – the way we align our strategy and operational improvement planning
- **understanding our performance** – the way we measure what we do and use this knowledge to improve
- **our people** – the way we behave, cultivate our leadership, nurture our people and keep them safe, creating a great place to work
- **improvement and innovation** – how we use a systems approach to improvement, improve the capability of our people and create an environment for research and innovation to thrive
- **engaging with risk** – how we identify and manage risk to prevent harm and identify opportunities for improvement
- **managing our resources** – how we utilise our resources effectively and efficiently to maximise delivery of our services.

Our Exceptional Care Framework defines what we mean by exceptional health care, how we will deliver it, and what your role is in achieving our vision. It describes:

- **'why'** creating exceptional care is our vision and our promise to our consumers, their families and carers, and our community
- **'what'** we want to achieve with every consumer – the goals that support our commitment, in line with our values
- **'how'** we'll support people to achieve exceptional care and monitor our progress to achieving it
- **'who'** describes everyone's roles and responsibilities for embedding exceptional care as business as usual.



What?

Our consumers' experience of exceptional care

Our vision of exceptional care that is personal, effective, connected and accessible, safe and well-led will be pursued across CHS by everyone, every day, for every consumer, every time.

Personal

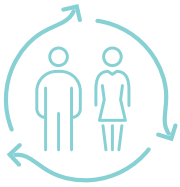
It is important to my family and I that: **I am seen and treated as a respected person**.

At CHS we will meet this important value and expectation of our consumers by **providing person-centred care and services focused on consumer needs and preferences.**

Our team members will:

- be respectful, caring and supportive
- be informative and seek to understand consumer preferences, concerns and needs
- be sensitive to diverse needs of consumers, regardless of age, socio economic background or disability
- provide culturally safe services to consumers from aboriginal and torres strait islander, and culturally and linguistically diverse communities
- be respectful, inclusive and caring of people regardless of gender identify or sexual preferences
- make sure that consumer goals, questions and needs are sought, heard and acted on
- ensure that consumers and their support network are partners in care planning, shared decision making and in care and service choices
- make sure our consumers are supported to be clean, comfortable and well-nourished.

Connected and accessible



It is important to my family and I that: **everyone is on the same page about my care.**

At CHS we will meet this important value and expectation of our consumers by **facilitating a smooth and integrated care experience tailored to individual needs.**

Our team members will:

- make sure our consumers receive care when and where they need it, and by the right team members
- ensure collaboration and coordination of services to promote an integrated approach to care between staff, consumers, families, carers and other care providers
- make sure everyone involved with the consumer has a shared understanding of their care plan
- be consistent with messaging about the plan and processes of care and ensure that consumers and their families are not asked to tell their story multiple times
- ensure information is appropriately communicated in a way that makes sense to the consumer and care, is documented and shared between the consumer and their care providers
- ensure services are inclusive and available to all people when they are needed.

Effective

It is important to my family and I that: **my care helps me to meet my goals.**

At CHS we will meet this important value and expectation of our consumers by **providing the right care in the right way.**

Our team members will:

- provide care and services that are planned and implemented with consumers through shared decision making to meet consumer needs
- ensure that care and services are based on best available evidence, standards, research and professional judgement
- make sure that each of us delivering care and services are appropriately qualified, competent, skilled and credentialed
- ensure we are equipped with the right equipment and consumables to provide the right care to improve health outcomes
- focus on reducing unwarranted variation in clinical practice.

Safe

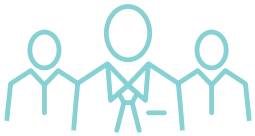
It is important to my family and I that: **I feel safe.**

At CHS we will meet this important value and expectation of our consumers by **providing physically and emotionally safe care.**

Our team members will:

- make sure our consumers feel safe
- provide culturally safe services to consumers from aboriginal and torres strait islander, and culturally and linguistically diverse communities
- provide services and environments to people who identify as LGBTIQ+
- ensure that each consumer is free from avoidable harm in areas of high risk, including falls, pressure injuries, infections, pain, blood management, cognitive impairment, delirium, malnutrition and dehydration
- ensure that deterioration is identified early and appropriately managed
- provide care that is transparent and ensure that timely open disclosure is practiced with consumers and families if harm or a 'near-miss' occurs
- take a trauma-informed approach based on safety, trustworthiness, choice, collaboration and empowerment to ensure emotional safety.

Well-led



It is important to my family and I that: **I have trust and confidence in those caring for me.**

At CHS we will meet this important value and expectation of our consumers by **providing strong leadership and governance for safe systems and processes and a focus on continuous improvement.**

Our team members will:

- develop a shared understanding of exceptional care and ensure it is pursued as a planned, strategic, operational and cultural priority
- model the behaviors and actions required for exceptional care
- demonstrate strong leadership, robust governance, modelling and enforcing a 'just' performance culture
- commit to their specific roles and responsibilities for exceptional care
- make the achievement of exceptional care a priority by actively participating in organisational processes, safety systems and improvement initiatives
- ensure the voices of consumers and carers are heard in decision making and governance.

How?

Our foundations of exceptional care

To provide exceptional care we must have strong corporate and clinical governance systems supporting our approach to operational excellence. Our executive team, senior leaders and managers ensure these systems are in place to support our team members to create exceptional care for every consumer, every time.

At CHS our governance systems are made up of multiple elements, including our strategic and corporate plans, our CHS values, audit processes, risk management and performance assessment and monitoring. These systems are organised into four foundational pillars.

Foundation 1 – Governance, planning, leadership and culture

At CHS, our leaders at all levels in the organisation establish and use clinical governance systems to improve the safety and quality of health care for our consumers:

- a high quality, person-centered experience - exceptional care - is defined and pursued as a planned strategic, operational and cultural priority
- each member of our executive team leads exceptional care through strong leadership, governance, modelling of our values and enforcing a 'just' performance culture
- all chs team members and our governance committees have specific roles and responsibilities for exceptional care defined, delegated, resourced and supported with authority and accountability mechanisms in place
- our exceptional care goals are supported by external compliance and reporting requirements and are a priority when we make decisions about resourcing, including infrastructure, technology, equipment and when we undertake procurement
- our progress towards achieving exceptional care for every consumer, every time is rigorously monitored, we acknowledge our successes and innovation, and share and spread this across our services.

Foundation 2 – Partnering with consumers and carers

Our systems at CHS are designed and used to support consumers, carers and families to be partners in healthcare planning, design, measurement and evaluation:

- the Australian Charter of Healthcare Rights is implemented across CHS and forms the basis for partnerships between our team members and consumers to achieve exceptional care
- information provided to consumers, carers and our team members promotes a shared understanding of the expectations for exceptional care, and a partnership approach to fulfilling these expectations
- care and governance policies and processes support shared decision making
- consumers, carers and families are actively supported and encouraged to collaborate in and co-design service improvements and contribute their experience and expertise to support the delivery of exceptional care for every consumer, every time
- consumer feedback informs service improvement and our progress towards achieving exceptional care; this includes the use of patient reported outcome and experience measures.

Foundation 3 – Positive people and practice

At CHS all our team members are clear about, supported in and accountable for, their contribution to exceptional care:

- exceptional senior and middle management skills are fostered as a cornerstone of creating exceptional care
- recruitment, credentialing and scope of practice, role development and performance review systems support our team members to achieve exceptional care for every consumer, every time
- training, professional development and supervision equip our team members with the contemporary skills and knowledge they need to create exceptional care with consumers, carers and families
- our team members actively participate in the pursuit of exceptional care and monitor, review and improve their care and services
- practice standards and evidence-based policy, procedures and guidelines are developed and implemented to achieve exceptional care and reduce unnecessary variation in clinical practice.

Foundation 4 – Pursuing high performance

Our systems and processes at CHS support team members to perform their best and achieve exceptional care for every consumer, every time:

- our quality system supports care monitoring, measurement, review and ongoing improvement to achieve exceptional care
- our risk management systems and processes support our team members to identify, report and manage risk within each foundational pillar to achieve our goal of exceptional care
- useful information flows up, down and across our organisation, including real-time, robust qualitative and quantitative data to monitor and inform our progress towards achieving exceptional care, identify our risks and areas for improvement
- an effective change and improvement model is in place to support our team members to identify, share and spread good practice, implement sustained change and drive innovation to achieve exceptional care for every consumer, every time.

Embedding exceptional care

Exceptional care is implemented through the actions of every CHS team member, every day. This means implementing processes to guide and support actions becoming 'business as usual'. This includes formal governance and social systems that determine what is important and how things should be done.

Formal

Purpose

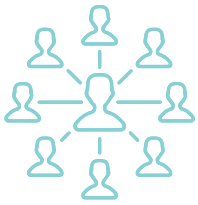
Develop a clear and shared definition and goals to guide our pursuit of exceptional care for every consumer, every time, with organisation-wide and local plans to measure our progress.

People:

- our managers and executives are equipped to lead and implement exceptional care
- team members are recruited and supported to pursue exceptional care goals
- everyone has a clear understanding of their role, responsibility and accountability for achieving exceptional care
- leaders and mentors expect behavior that supports the pursuit of exceptional care as a priority
- team members are skillfully supported by managers and peers to safely and effectively enact their roles in achieving exceptional care goals.

Pillars of governance:

- governance and systems are designed to provide all team members with direction, knowledge, resources and support to successfully pursue our exceptional care goals
- compliance requirements are designed to support achievement of exceptional care
- committees and performance measures are designed to monitor and drive progress.



Social

Purpose

Exceptional care is embedded into CHS culture 'how things are done around here', and team members are supported to use their experience and judgement to achieve exceptional care.

People:

- our managers and executive team lead and model the behavior required to achieve exceptional care
- new team members quickly notice that exceptional care goals are important to everyone
- team members associate personal and team success and pride with pursuit and achievement of exceptional care
- influencers lead achievement of exceptional care goals
- achievement of exceptional care is discussed in informal settings
- exceptional care leaders are acknowledged and respected in our organisation
- team members experience and expertise is central to achieving exceptional care goals
- everyone knows that achievement of exceptional care requires a mix of individual and team effort
- job satisfaction is linked to achievement or exceptional care and team members feel their contribution is important and valued.

Pillars of governance:

- governance and systems are designed to support people to do their best work with a mix of non-negotiable compliance and 'flexible standardisation' to achieve our exceptional care goals.

Measuring exceptional care

In order to measure our progress in creating exceptional care, we measure the implementation of our systems and processes, as well as our consumer outcomes.

We must track our exceptional care goals, actions, and governance systems to ensure that we are:

- implementing effective governance systems and putting exceptional care actions into practice every day
- achieving the desired exceptional care goals with every consumer, every time.

Measuring the effectiveness of our systems and processes

Measuring our systems and processes occurs through annual review of implementation of our organisation-wide foundational frameworks, which describe our approach to the critical elements of the Exceptional Care Framework and ensure operational excellence.

Each one of the CHS foundational frameworks is linked and complementary. They provide an agreed and unified approach which helps us to create exceptional care by being clear that we are delivering on our strategic plan, confidence that we are managing risk and meeting our legislative obligations and governing the organisation well.

CHS organisation-wide frameworks and their purpose are:

Our Clinical Governance Framework – the foundation for exceptional care

This framework describes how we ensure our consumers receive safe and high-quality health care. It supports us to deliver on our community responsibility to continuously improve the safety and quality of our services. It ensures that our services are personal, safe and effective.

Our Partnering with Consumers Framework – partnering for exceptional care

This Framework describes how we deliver exceptional care in partnership. It describes how we develop, implement and maintain our systems to partner with consumers and carers. These partnerships are critically important in the planning, design, delivery, measurement and evaluation of our care. The framework also clearly defines our team members' roles and responsibilities for partnering with consumers, every day and every time. It describes our approach to individual partnerships when consumers and carers are accessing our health services, as well as our service and system partnerships.

Our Planning Framework – planning for exceptional care

The way we align our strategy, corporate goals and operational improvement is critical to creating exceptional care. Our tiered approach to planning across the organisation is described in the CHS Planning Framework; from our CHS Strategic Plan, which sets a clear path forward to deliver our vision to individual performance agreements outlining our team members' individual contribution. This framework ensures that our planning processes are effective. It helps us to coordinate and implement systems of care and analyse and improve our services to establish and maintain performance and accountability at all levels of the organisation.

Our Performance Reporting and Monitoring Framework – measuring exceptional care

This Framework describes how CHS measures, monitors and manages performance across the organisation, and the delivery of exceptional care, with a focus on the safety of our care. It recognises that high performing organisations utilise high quality, timely information to set strategic direction, oversee progress towards strategic goals, monitor and improve operational performance. This framework supports continuous improvement in the services we provide, so that we understand our progress towards achieving exceptional care every day, every time.

Our People Framework – capability for exceptional care

This Framework describes our approach to managing and leading our people. It aims to ensure that expectations of staff and managers are clear and that they are supported, engaged, and enabled to effectively and efficiently perform their roles. The framework uses the employment lifecycle as the model that identifies the different stages a worker advances through in an organisation, and the supports required to optimise that progress.

Our Risk Management Framework – managing risk for exceptional care

This Framework describes how we engage with risk to prevent harm and identify opportunities for improvement across CHS. It articulates how risk is managed effectively and efficiently and understood by all team members. The framework includes how the process for managing risk is integrated into the overall CHS governance, strategy and planning, management, reporting processes, policies, values and culture.

Our Improvement and Innovation Framework – innovating for exceptional care

This Framework describes our approach to our organisation-wide quality improvement systems. It articulates how we use a systems approach to improvement, improving the capability of our people and create an environment for research and innovation to thrive. Most importantly the framework describes how we identify areas for improvement in safety and quality, implement and monitor safety and quality improvement systems, and involve consumers and our workforce in the review of safety and quality performance systems.

Our Resource Management Framework – supporting exceptional care

The purpose of this framework is to describe the approach across CHS to the efficient and effective management of our human, financial, environmental and other non-financial resources to deliver exceptional care. It supports team members at all levels of the service to meet the challenge and accountability to our community for ensuring resources are managed effectively and efficiently to deliver high quality services.

Measuring outcomes for exceptional care

Measures that use valid and reliable data will provide team members at all levels of our organisation with information to monitor our progress in achieving exceptional care. Our results and progress over time inform the improvement activity we need to undertake.

The Exceptional Care Framework is supported by our CHS Strategic Plan 2020-2023. The Plan sets a clear path forward, operationalises our vision and outlines our priority areas for achieving our goals over a three-year period. Our annual Corporate Plan includes key deliverables to ensure we are meeting our goals. Performance against the Strategic and Corporate Plans are reviewed by the CHS Executive Committee. The Executive Committee reports on our progress to CHS Governance Committee.

This Exceptional Care Framework will be reviewed every three years. Annual maturity self-assessments will be completed for the Exceptional Care Framework and foundation frameworks. Action plans are developed to ensure we are continually improving how exceptional care is embedded across the organisation.

Who?

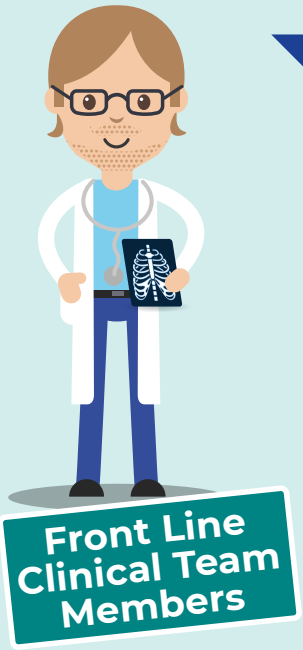
Your role - exceptional care for every consumer, every time

Everyone at Canberra Health Services has a role to play and responsibility for creating exceptional health care:

To receive exceptional care...

It is important to me, my carers and family that:

- I am seen and treated as a respected person
- my care helps me to meet my goals
- everyone is on the same page about my care
- information about my care is shared with my GP, specialists and other people involved in my care
- I feel safe
- I have confidence and trust in those caring for me
- I share information about my condition and what exceptional care looks like to me
- I participate in decision making about my care, to the extent that I choose
- I am empowered to speak up for my safety
- I am supported to participate in agreed care and treatment
- I provide feedback to contribute to continual improvements in care, service delivery and design.



To provide exceptional care...

It is important that:

- I communicate with consumers, their carers and families and am sensitive to their needs and preferences
- I communicate with other members of the treating team, including GPs, specialists and others identified by the consumer
- I provide opportunities for consumers to be involved in decisions about their care
- I keep consumers from harm
- I look for opportunities to contribute in improving care for every consumer, including participating in evaluation and measurement or care
- I work to provide a safe environment for my team members, consumers and visitors
- I am an active team player and look for ways to do things better
- I am competent in what I do and motivated to provide the best care and services possible.

To support exceptional care...

It is important that:

- I communicate with consumers and their families and am sensitive their needs and preferences
- I look for opportunities to contribute in improving care for every consumer, including participating in evaluation and measurement or care
- I keep consumers, myself and others from harm
- I am active in providing support to team members interacting with consumers every day
- I am an active team player and look for ways to do things better
- I am competent in what I do and motivated to support the delivery of the best care and services possible.

To lead exceptional care...

It is important that:

- I engage with and put consumers first when making decisions
- I provide opportunities for consumers, carers and team members to give feedback for continuous improvement achievement of exceptional care
- I guide, engage and support team members to provide best clinical care
- I promote and model a culture of safety, support and learning
- I set clear expectations for team members, support them to achieve exceptional care and hold them to account for their role
- Look for ways to support team members to work efficiently and as part of a team
- I engage with non-government and other health system partners
- I implement exceptional care actions.

To lead and govern exceptional care...

It is important that:

- I am curious and seek to understand the consumer and carer experience at point of care
- I set clear expectations for team member roles in exceptional care
- I model exceptional care behaviour and set expectations that others will do so
- I define, resource, implement and lead exceptional care through robust governance and system supports
- I hold managers to account for their services enacting their roles in achieving exceptional care
- I support staff to extend their knowledge and skills and speak up about issues of concern
- I oversee the development, implementation and ongoing improvement of organisation-wide systems supporting exceptional care
- I look for ways to better engage with non-government and other health system partners
- I meet external expectations, legislative and compliance requirements and align these with our exceptional care goals.

Acknowledgement of Country

Canberra Health Services acknowledges the Traditional Custodians of the land, the Ngunnawal people. Canberra Health Services respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. Canberra Health Services also acknowledges and welcomes Aboriginal and/or Torres Strait Islander peoples who are part of the community we serve.

ACT Government | Canberra Health Services

canberrahealthservices.act.gov.au