

Canberra Health Services Planning for Exceptional Care

Planning Framework 2021–2024



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Acknowledgement of Country



Canberra Health Services acknowledges the Ngunnawal people as traditional custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and contribution to the life of this region.



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Planning for exceptional care.



Canberra Health Services



Why?

At Canberra Health Services (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:



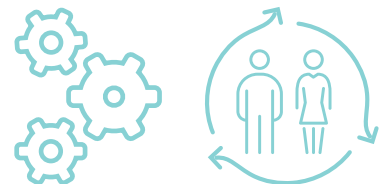
Personal

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 framework

The Planning for Exceptional Care Framework describes how our approach to planning helps us deliver exceptional health care. Planning is the process an organisation undertakes to make decisions that reflect and address future needs. It involves specifying future goals and setting the courses of action to achieve these. Effective planning helps us fully realise our core CHS value of reliability. Planning creates predictability, stability and certainty in where we are going as teams and as an organisation.

This framework describes:

- **'why'** effective planning is important for creating exceptional health care together
- **'what'** we want to achieve through our planning systems and processes
- **'how'** we will embed and measure planning systems and processes to ensure we create meaningful plans
- **'who'** is responsible for embedding the framework in our everyday business.



What?

Our goal

This framework describes how we combine strategic and business planning to support the delivery of care that is safe, effective, personal, accessible, connected and well-led.

Effective planning ensures that CHS can continue to:

- deliver services which meet the needs of our consumers, our team members, our organisation and government
- coordinate and implement systems of care to analyse, coordinate and implement systems of care
- improve services to establish and maintain organisational performance and accountability.

Our principles

Role in corporate governance

Effective planning incorporates and considers all domains of corporate governance, including clinical governance, financial governance and risk governance. This framework is supported by our suite of CHS frameworks, in particular, our Clinical Governance, Performance Reporting and Monitoring, Resource Management and Risk Management Frameworks.

Our approach to planning is supported by key principles:

accountability	➤	being answerable for decisions and having meaningful mechanisms in place to ensure we adhere to all applicable standards
transparency/openness	➤	having clear roles and responsibilities and clear procedures for making decisions and exercising power
integrity	➤	acting impartially, ethically, in the interests of CHS, and not misusing information acquired through a position of trust
stewardship	➤	using every opportunity to enhance the value of the public assets and institutions that have been entrusted to our care
efficiency	➤	ensuring the best use of resources to further the aims of CHS, with a commitment to evidence- based strategies for improvement
leadership	➤	achieving CHS-wide commitment to good governance through leadership at all levels.

In this context, the framework is designed to provide the conditions for:

a unified leadership	➤	by providing executives and team members with clearly defined responsibilities
high performance	➤	through integration of functions as well as strategic, operational, and individual performance planning and management processes
a decision-making environment	➤	that considers risk and provides transparency in managing situations that may prevent us from meeting our objectives
a culture of improvement, innovation and collaboration	➤	that supports problem solving.

How?

Foundational pillars



Strategic and business planning

Government strategic direction

National plans are settled through the National Federation Reform Council and National Cabinet structure. ACT Cabinet sets a consistent direction on health issues which inform more detailed jurisdiction level plans.

Whole of ACT Government plans are developed locally and outline the ACT Government's commitment to addressing a particular Territory wide issue.

Health sector plans in the ACT set the strategic direction for aspects of health care and CHS service delivery. These plans require collaboration by a broad range of stakeholders, often crossing professions, specialities and sectors. Health sector plans set the ACT Government's direction in relation to segments of the broader health system such as primary care.

Canberra Health Services strategic direction and implementation

CHS operationalises government strategic direction through organisation wide, divisional and local area plans. All plans include performance measures to determine whether we are delivering identified initiatives, and more importantly if they are having an impact and driving us towards achieving our vision of creating exceptional health care together.

All divisions, branches and units formally monitor and report on their performance at relevant management meetings. We use analytics, including information identified through risk management, clinical incident management and consumer feedback systems to drive improvements. These processes are documented in our CHS Performance Reporting and Monitoring, Risk Management and Resource Management Frameworks.

We embed safety and quality into all our planning documents. This includes consumer focussed outcomes, but also organisational culture, health, and wellbeing of our staff. Our people are critical to creating exceptional health care. Our People Framework supported by our CHS Fostering Organisational Culture Improvement Strategy (FOCIS) is our roadmap for how we will cultivate a positive workplace for our people and the community we serve.

Strategic Plan

Our Strategic Plan sets a clear path forward for our organisation by setting strategic priorities to enable us to deliver on our vision over a three-year period. To ensure the plan generates meaningful change within our organisation, we translate our Exceptional Care and Clinical Governance Frameworks and annual corporate and divisional business plans into every-day actions. The Strategic Plan is endorsed by the CHS Governance Committee.



Corporate Plan

Our Corporate Plan is the mechanism by which we direct the organisation's activities within our Strategic Plan priority areas. Our Corporate Plan is also our Quality Improvement Plan. It keeps us on track to achieve our safety and quality priorities. For initiatives that span multiple years, the Corporate Plan breaks these into annual deliverables. For initiatives that can be delivered within a single year, the Corporate Plan is used to prioritise timing. The Corporate Plan is endorsed by the CHS Executive Committee. The CHS Executive Committee monitors performance throughout the year towards targets set in the Corporate Plan.

Divisional business plans

Annual divisional business plans take the actions from the annual Corporate Plan and identify which CHS teams are going to do what. The plans provide a clear line of sight for each team's activities. It also includes high-level details of each division's business as usual activities—the important work that teams do each day to provide high-quality care to the community. Divisional business plans also cover key Government deliverables, including election commitments, Parliamentary Agreement commitments, and funded budget initiatives.

Each business area of CHS develops and submits an annual business plan every financial year to their line manager, who monitors progress towards delivery on commitments.

Unit work plans

Each individual unit, area, or team (areas that come under a Clinical Nurse/Midwife Consultant, Clinical Director, Director of Allied Health, Business Manager or Senior Manager) has an annual work plan in line with their divisional business plan. In some small units or units with multiple managers, this may be combined into one combined work plan led by the Senior Manager or equivalent. For ward and clinical areas, there may be a unit work plan for the specific ward, and a separate plan for the specialty team. Unit work plans articulate key priorities for the year, as well as business as usual processes to assist teams with prioritisation and planning. Unit work plans are refreshed annually and are monitored every month by the relevant Clinical Nurse/Midwife Consultant, Clinical Director, Director of Allied Health, Business Manager or Senior Manager.





Performance planning

Executive performance

The terms and conditions of executive employment are regulated by contracts, *Public Sector Management Act* (PSM Act) and Standards (or other instruments made under the PSM Act), determinations made by the Remuneration Tribunal under the *Remuneration Tribunal Act 1995*, and other legislation as applicable (e.g., *Health Act, 1993*).

An Executive's performance agreement reflects the responsibilities of the job with regard to the Government's policies, initiatives and commitments. These responsibilities incorporate reporting areas for CHS, for example budget papers and outcomes, as well as any other requirements of the Executive specific to the area they lead. Executive performance is monitored by the Chief Executive Officer, Deputy Chief Executive Officer or Chief Operating Officer as per the reporting lines in the CHS Organisational Structure.

FOCIS - Strengths, Engagement and Development (SED)

SEDs are developed to assist all non-executive managers and team members to do the best job they can. CHS' SED process helps us create a working environment where respectful, constructive feedback, learning and continuous improvement, and positive engagement between employee and manager is expected and received. The primary emphasis is on creating and maintaining a culture of everyday and scheduled feedback at all levels, both positive and constructive.

Our CHS SED process includes commitments to contribute to our vision, role, and values, as well as safety and quality responsibilities. When developing their SED, team members are asked to consider their role and responsibilities in relation to our core Frameworks (e.g., Exceptional Care, Clinical Governance, Partnering with Consumers, and Risk), Strategic Plan, Corporate Plan, and relevant divisional business plans as well as work level standards, professional scopes of practice.

Formal reviews are conducted halfway through the performance planning cycle as well as at the end (for most of our team members this is at six and 12 months). Along with skills development workshops for managers, a range of tools and guides about performance planning are available to support managers.

Clinical services planning



Canberra Hospital Master Plan

Our Canberra Hospital Master Plan sets out the development stages and design parameters for the future development of the Canberra Hospital Campus. The plan has a 20-year focus to improve the capacity and capability of the campus to contribute to the health and wellbeing of patients, our team members, and visitors and to ensure we are future ready—embracing technological change and environmental sustainability.

Clinical Services Plan

Our Clinical Services Plan articulates strategic priorities for CHS, the future infrastructure profile, development priorities and enablers for the provision of CHS services for the next 10 years. It does so within the known context of the challenges and opportunities within CHS. It incorporates available demographic and service data as well as consideration of relevant CHS and Territory-wide strategic and planning documents. It's endorsed by the CHS Governance Committee.

Models of care

A model of care outlines the way health services are delivered. It outlines best practice care and services for a person, population group or patient cohort. A model of care must be evidence based, apply across the patient journey with all care providers and service partners and linked to the government and CHS strategic direction as articulated in the Strategic Plan. Models of care are developed in collaboration with all team members including clinical and non-clinical, executives, consumers and carers, and other health care partners. Consideration must be given to financial implications, as well as how the model of care will service vulnerable or underserved populations. Reviewing and developing new models of care is one way we ensure continuous improvement. This process is detailed further in our Innovation and Improvement Framework.

Depending on their scope and impact, models of care are endorsed either by:

- relevant divisional governance committee if division specific
- Our Care Committee if the model of care includes services across two or more divisions.

Measuring our progress

All CHS planning documents are assigned a review date when they are endorsed. All documents are reviewed in line with their due dates by the relevant committees summarised below.

	Document	Endorsed and Monitored by	Duration	Monitoring Schedule
	Strategic Plan	CHS Governance Committee	Three years	Annually
	Corporate Plan	CHS Executive Committee	One year	Quarterly
	Divisional business plans	Divisional Executives' line manager—North Canberra Hospital General Manager, Chief Operating Officer, Deputy Chief Executive Officer or Chief Executive Officer	One year	Monthly
	Unit work plans	Clinical Nurse/Midwife Consultant, Clinical Director, Business Manager, Senior Manager	One year	Monthly
	Executive performance plans	Chief Executive Officer, Deputy Chief Executive Officer, Chief Operating Officer or North Canberra Hospital General Manager	Annually	Six months
	Strengths, Engagement and Development (SED)	Manager	One year	Twice yearly
	Master Plan	CHS Governance Committee	20 years	5 yearly
	Clinical Services Plan	CHS Governance Committee	10 years	Annually
	Models of care	Divisional Governance Committee Our Care Committee	Variable	Variable

This framework will be reviewed every three years. Annual maturity self-assessments will be completed, and action plans developed to ensure we are continually improving how this framework is embedded across the organisation.



Who?

Your role

It is important to me that:

- I contribute to the development and design of programs and services
- feedback I provide about my care is used to inform strategic direction and new models of care
- consumer and carer representatives support decision makers to keep us at the forefront when planning services, developing models of care, or measuring, evaluating, and improving systems of care
- consumer and carer representatives actively fulfil their pivotal partnership role in decision making at all levels of governance.



It is important that I:

- ensure my Strengths, Engagement and Development plan is up to date and I regularly discuss my performance and professional development with my manager
- know how my work and that of my area contributes to strategic, corporate, divisional and unit plan priorities
- engage with and provide input into service planning and stakeholder engagement processes.

It is important that I:

- ensure my Strengths, Engagement and Development plan is up to date and I regularly discuss my performance and professional development with my manager
- know how my work and that of my area contributes to strategic, corporate, divisional and unit plan priorities
- engage with and provide input into service planning and stakeholder engagement processes.





It is important that I:

- ensure staff Strengths, Engagement and Development plans are up to date and aligned with my division's business plan and the strategic objectives of the organisation
- ensure team members understand their roles and responsibilities and how their work aligns to our organisation's strategic priorities
- develop, monitor and report performance against unit work plans
- monitor and report performance against my division's business plan
- align new initiatives with the Strategic and Clinical Services Plans
- engage team members, consumers and carers when implementing improvements or developing a new service or Model of Care
- ensure a high-quality service through continual development and a review of practice according to research and in line with the National Standards.

It is important that I:

- ensure staff Strengths, Engagement and Development plans are up to date, and aligned with the strategic objectives of the organisation
- develop annual divisional business plans, aligned to the Strategic Plan and Clinical Services Plans
- monitor and report performance against my divisional business plan
- align new initiatives with the Strategic Plan and Clinical Services Plan
- engage team members, consumers and carers when implementing improvements or developing a new service or Model of Care
- oversee the development, implementation, and ongoing improvement of organisation-wide systems supporting our strategic priorities
- actively participate in strategic planning processes and ensure all stakeholders are supported to provide input.





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