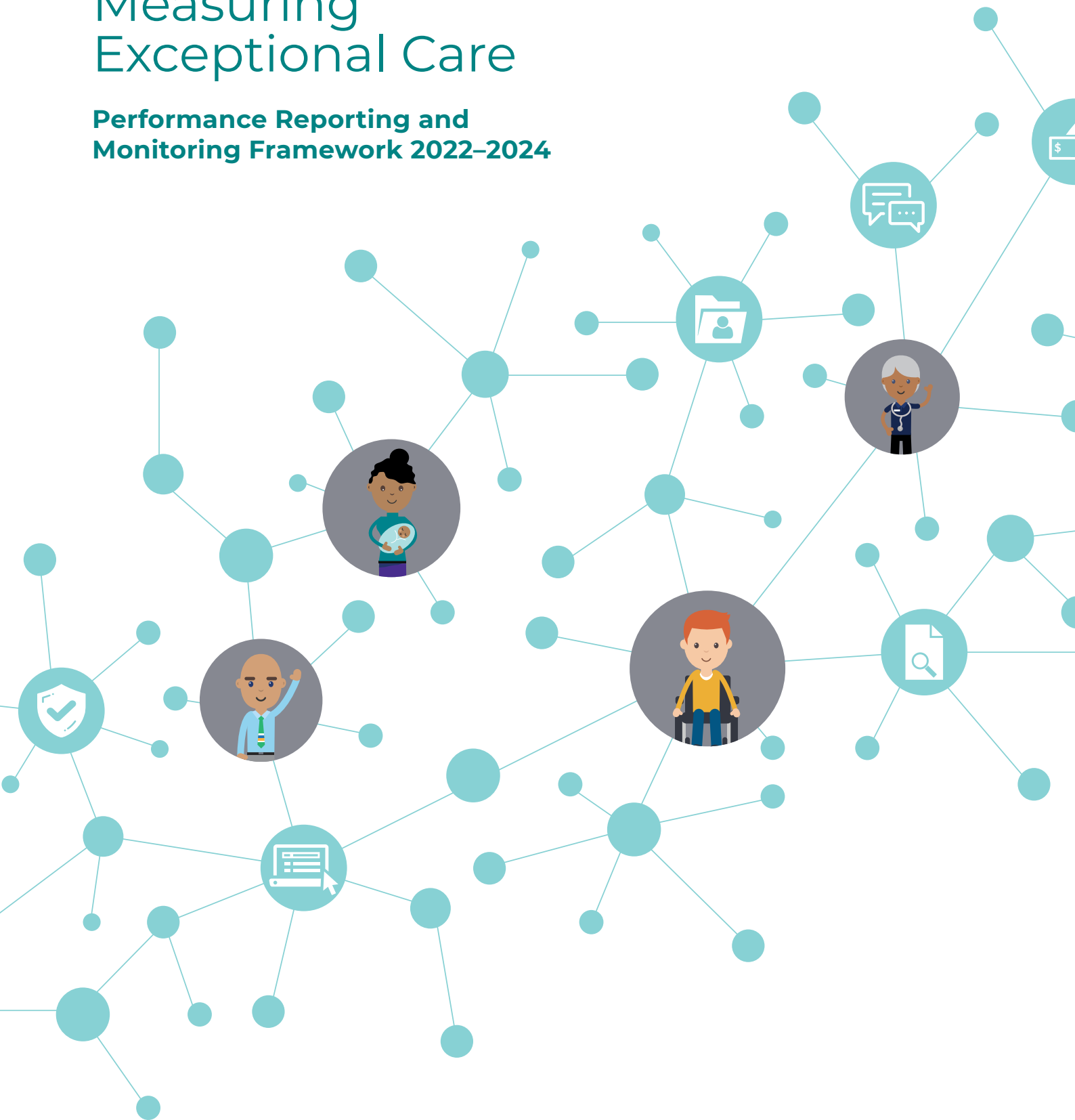


Canberra Health Services Measuring Exceptional Care

Performance Reporting and
Monitoring Framework 2022–2024



Canberra Health
Services

canberrahealthservices.act.gov.au

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Measuring exceptional care.



Canberra Health Services



Why?

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:



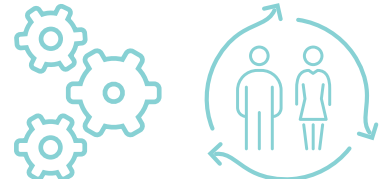
Personal

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 Performance Reporting and Monitoring Framework

To ensure that we can deliver on our vision, it is essential that we are able to track our progress, to identify both areas of high performance and opportunities for improvement. Without measurement, we have no way to know if we are achieving our goals and that our services are effective.

Our CHS Performance Reporting and Monitoring Framework provides a clear understanding of how we report, monitor and manage performance across and at all levels of the organisation. It provides the Framework to ensure there is stewardship, oversight, transparency and shared accountabilities for internal and external performance reporting and monitoring.

The framework describes:

- **'why'** performance reporting and monitoring is important to help us create exceptional health care together
- **'what'** we want to achieve through our system of performance monitoring and reporting
- **'how'** we will embed monitoring and reporting processes and use information to improve our services
- **'who'** is responsible for embedding this framework in our everyday business.



What?

Our goal

Our Performance Reporting and Monitoring Framework serves as a guide for articulating what we measure, how we measure, and who needs to monitor each aspect of performance to support us to deliver exceptional health care that is safe, effective, personal, accessible, connected, and well-led. This Framework, in conjunction with our Improvement and Innovation Framework, supports continuous improvement in the services we provide, so that we understand our progress towards achieving exceptional care every day, every time.

Our Performance Reporting and Monitoring Framework supports the delivery of our **Strategic and Corporate Plans**, and organisation-wide frameworks, including our **Exceptional Care, Clinical Governance and Partnering with Consumers Frameworks**.

Our principles

This Framework helps us establish the foundations required to become an insight-driven organisation – one in which all team members have a clear understanding of performance drivers as well as opportunities to improve, supporting one of our key enablers in our Strategic Plan: analytics.

Principles for Performance Reporting and Monitoring

Principle	Description
Integrated into the organisation	Performance is part of CHS planning management. Effective decision making requires accurate, relevant, and timely information.
Focused	Information is focused on strategic and operational priorities, indicators are clearly defined and inform improvement activity.
Transparency of reporting is valued	Performance measures reported are clear, easy to understand and pre-determined with equally clear supporting structures.
A balanced approach includes all areas of our organisation	Information and targets provide a balanced view of performance and incorporates all domains of the health service.
Consistency in approach is important	A uniform approach based on benchmarked data, where available, to help us to identify drivers of variation. Information is matched to the level of governance and committee, including the level of detail, and supported by commentary that assists the committee to understand the performance, where improvement is required and risk implications.
Proportionate and proactive measures	Performance Indicators are chosen and reported based on the assessed level of risk and the local situation/circumstance. Targets and/or thresholds for intervention are proactive in that they identify triggers for timely actions, early intervention, and improvements.
Future planning is based on accurate forecasting	Forecasting capabilities enable a forward-looking culture and to report performance against future trajectories, as well as year to date.
Improvement and learning	Information is used to drive improvement at an organisational and individual level. We learn from mistakes and support a 'no blame' culture.



How?

Our foundations for measuring exceptional care

We use the following foundations to establish, monitor, improve and maintain processes to drive exceptional care:

- **Governance** – how we manage and organise data and information to inform how we create value and support trust in our data.

- **Culture and leadership** – critical foundation to drive improvement in our reporting and monitoring. This is about changing the focus to ensure a ‘data’ culture that is built on behaviours and actions to support reliance on, and trust in our data.

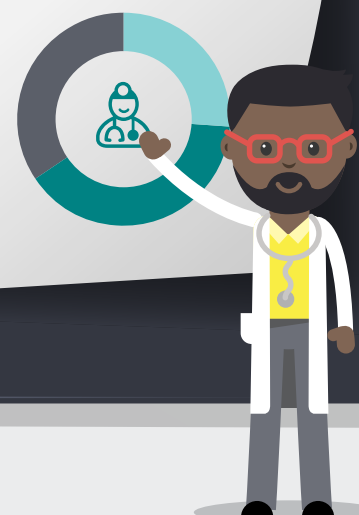
- **Capability** – of our staff, our systems, processes, and tools.

- **Managing performance** – the process of measuring, monitoring and reporting is structured, data-driven and evidenced based to identify and prioritise innovation and improvement.

How we use data to drive improvement is outlined further in our Improvement and Innovation Framework.

Measuring our progress

These foundational elements feed into a performance reporting and monitoring cycle that allows us to continuously measure and improve our performance and ability to deliver exceptional care.



Performance reporting and monitoring cycle



Clear business direction, articulated in terms of specific goals

Our Strategic Plan is our guiding document that outlines our purpose and what we want to achieve over a three-year period, supported by annual corporate plans. Performance management is a key tool to help us achieve our strategic plan objectives. This process is outlined further in our **Planning Framework**.

Clear targets and assigned accountability, linked to budgets and planning

The measures and targets we choose to use at CHS are balanced across the following domains: our care; our people; our information and technology; and our performance. Targets are broken down into service level indicators and linked to accountability.

The right performance tracking

Information produced is the right information to help people at all levels of the organisation effectively perform their roles. Data is clearly defined, reliable, accessible and trended over time.

Effective and appropriate review structures

Real time performance monitoring is supported by decisions and data review at a local level. This is reinforced by appropriate committee structures that identify and provide clarity around roles and requirements, and an effective resource to help monitor performance collectively. Each committee understands its role in monitoring and improving performance and is clear about which measures they monitor and what targets to meet.

Performance conversations and decisions supported by data

The conversations we have day-to-day, and in structured meetings, are underpinned by high quality data and analysis. This enables us to make solution-focused decisions based on the best available information. Good performance is celebrated, and poor or declining performance is addressed. These conversations then feed back into planning clinical services and business intelligence services planning and the cycle continues.

A key component of measurement for improvement is that the right people, receive the right information, at the right time to determine whether the changes made are having the desired impact and any improvements are sustained over time. Within CHS, we have a suite of measures we monitor to make sure we are progressing towards our vision including safety and quality, clinical performance and financial measures. These are reported throughout the organisation in accordance with the CHS Governance Structure.

Our Performance Monitoring and Reporting Framework will be reviewed every three years, or more often as required. 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

Every level of the organisation has a role to play in the effective reporting, monitoring and management of performance.

To receive/feel confident in the care I receive...

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

- data is used to improve the quality of care that I receive
- I review data and performance where appropriate
- I provide feedback on opportunities for improvement.



To provide safe quality care...

It is important that:

- I participate in regular monitoring activities, including audit
- I report clinical or staff incidents when they occur
- I understand the process of data collection, monitoring, reporting and how it relates to my role
- I work as part of a team to actively improve services in response to what the data tells us.

To support safe quality care...

It is important that:

- I participate in regular monitoring activities, including audit
- I report clinical or staff incidents when they occur
- I understand the process of data collection, monitoring, reporting and how it relates to my role
- I work as part of a team to actively improve services in response to what the data tells us.





To lead safe quality care...

It is important that:

- I ensure all staff understand the importance of data collection and analysis and its role at CHS
- I work with the executive to set targets for performance, ensure data integrity and appropriateness of measures
- I work with Finance and Business Intelligence partners to understand the information provided
- I identify and report on trends, issues, discrepancies, gaps and root cause of variances
- identify opportunities for improvement in performance and implement actions to address key issues identified
- I ensure information and data is reviewed, analysed, and key information is reported up to the next level in the organisation.

To lead and govern exceptional care...

It is important that:

- I review, endorse, and implement the Performance Reporting and Monitoring Framework
- I receive and review reports aligned to key areas of our care, our people, our infrastructure and technology and our performance
- I provide feedback, questioning and guidance on areas of focus
- I ensure data integrity, appropriateness of data measures and reporting accurately reflects performance
- I set targets for performance, identify and action opportunities for improvement from data reports
- I set measures for committee review and ensure reporting to governance committees is accurate, appropriate and analysed
- I ensure information and data is reviewed, analysed and key information reported up to next level in organisation
- I implement accountability for performance across the organisation.



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.

