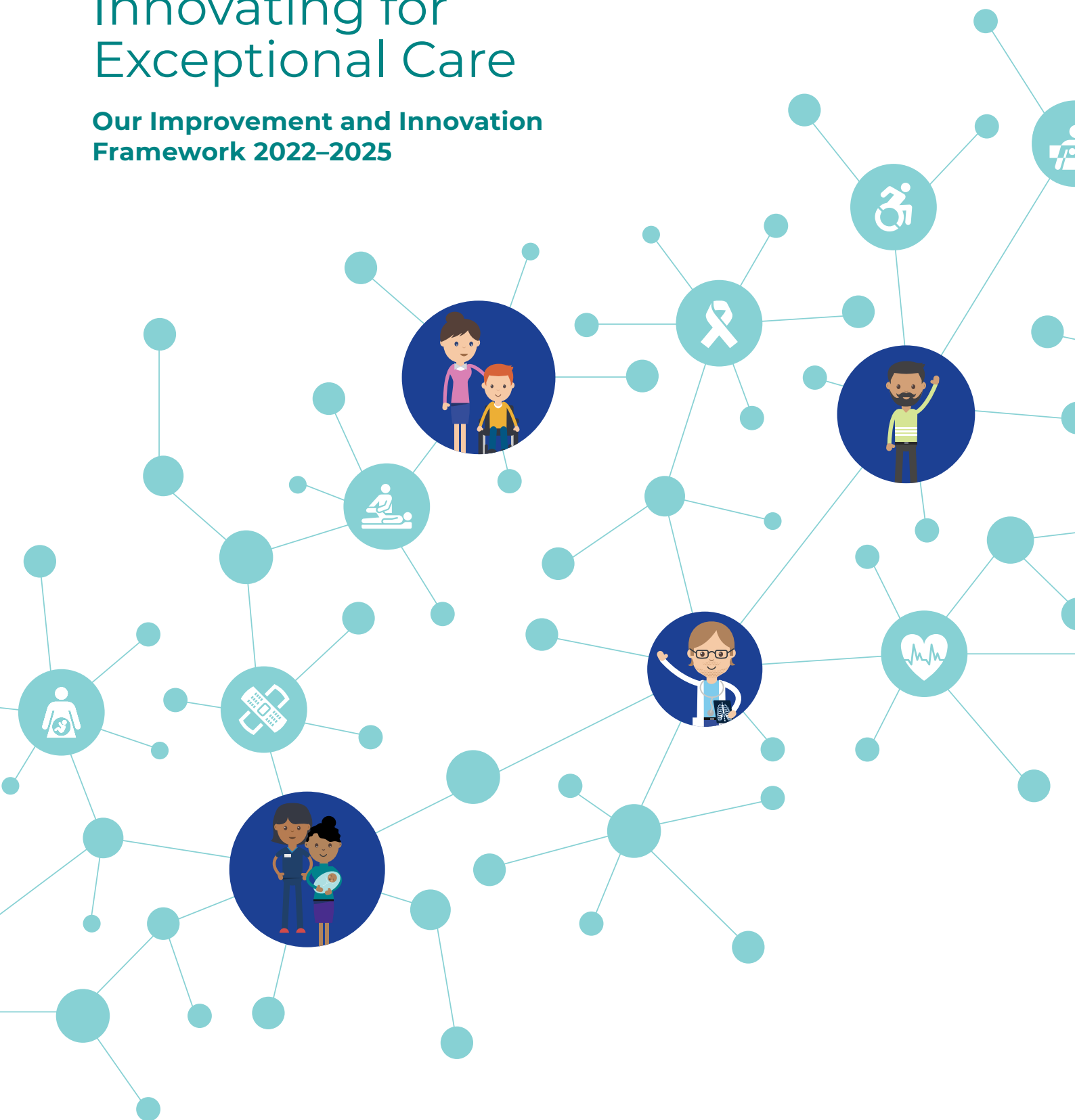


Canberra Health Services Innovating for Exceptional Care

**Our Improvement and Innovation
Framework 2022–2025**



ACT
Government

**Canberra Health
Services**

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Version 1

Endorsed by Canberra Health Services Chief Executive Officer 4 February 2022

To be reviewed in January 2025

Innovating for exceptional care.



Why?

Canberra Health Services (CHS) exists to provide high quality health care. At CHS, we want the health care we provide to be exceptional. We recognise that for our healthcare to be exceptional we must continually evaluate it and improve it. Every member of our CHS team has a role to play in continually improving the care we provide 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 health care 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.

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.

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



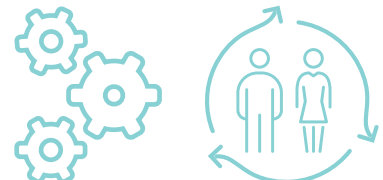
Personal

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



Our Improvement and Innovation Framework

Our Improvement and Innovation Framework describes our approach to ensuring we are progressive, continually developing and improving our systems and processes, and aligning to new evidence. Our Improvement and Innovation Framework is part of our suite of governance frameworks. It is aligned with and complements our Planning Framework and identifies, informs, and makes use of CHS data systems established within our Performance Monitoring and Reporting Framework.

This Framework provides the systematic approach by which we assess the policies, systems and processes that support the health care we provide. It includes how we partner with our consumers, their families and carers to drive a culture and environment of improvement and innovation within our organisation. It helps us continually improve the care we provide so it is both efficient and effective.



What?

Our Improvement and Innovation Framework is designed to guide our long term, integrated, whole of system approach to continuous and sustained improvements in the care we provide, and participation in innovation opportunities.

By establishing, promoting and maintaining a culture of continuous improvement and innovation within CHS, we can:

- evaluate our existing policies, processes and practice, to identify opportunities to improve
- have meaningful discussions with, and improve services for, our consumers, their families and carers
- work closely with our academic partners to ensure we maintain the most up to date knowledge, and ensure our team members are engaged with new research opportunities
- collaborate with our industry partners to ensure we maintain our position at the forefront of medical technologies and plan for the adoption of new capabilities as they are developed
- accept and learn from our mistakes to inform and improve our future practice
- become an employer of choice for all health disciplines
- encourage workforce education and development.

Our improvement and innovation goal

“To establish and maintain an organisational culture of continuous innovation and improvement in line with our key value—progressive.”

This aligns with our **CHS Strategic Plan**, **Our Exceptional Care** and **Clinical Governance Frameworks**. It enables us to ensure performance and progress is benchmarked, used to manage risk and drive improvement. Our framework helps to ensure the status quo is routinely challenged and our team members:

- continually ask **‘why do we do it this way?’**, **‘can we do this better?’** and **‘what if we tried this?’**
- identify, participate and/or lead research and innovation projects
- individually or collaboratively pursue improvement and innovation opportunities within their workplace.

We aim to be proactive in our improvement and innovation.



Our improvement and innovation principles

The overarching principle that underpins this framework is a culture of continuous improvement. This continuous improvement is defined as organisational wide, ongoing improvement of our health care through incremental and breakthrough improvements, and innovations of policies, procedures, and systems. We celebrate what is working well and spread successful improvement models or processes. This aligns with our CHS value of 'Progressive.'

The principles which support this are:

Effective leadership



We foster an organisation wide culture of continuous improvement. By giving everyone, including our consumers, their families and carers a voice, we help improve and redesign the way care is provided. We ensure all team members have the time, space, encouragement and skills to identify, collaborate on and deliver improvement and innovation outcomes. We delegate decision making and empower staff at all levels to identify solutions.

Robust governance



We drive improvement and innovation through the maintenance of clear governance processes. We develop and adopt processes which identify, investigate and implement opportunities for improvement and innovation. Through the application of evidence-based interventions, innovations and technologies, we support continuous delivery of exceptional care.

Partnering with our consumers



Our partnerships between our team members, consumers, carers and our community are fundamental to our Improvement and Innovation Framework. Through our Partnering for Exceptional Care Framework, we seek engagement with consumers and the community to inform our improvement and innovation strategies. By listening to and partnering with our consumers and community we can direct our improvement and innovation efforts to support what matters to them most.

Collaboration



We promote collaboration for improvement and innovation. We encourage team members to work collaboratively inside and outside of traditional organisational boundaries.

We engage with and leverage our networks and partnerships such as clinical, academic and primary care, to enable the sharing of experiences, knowledge and expertise within our health system.

We collaborate with our academic and industry partners to take advantage of research breakthrough and technology development. Our **CHS Research Strategy 2021–2025** facilitates the creation of an inclusive research community to deliver exceptional health care through collaboration with consumers, carers, community groups and individuals. Embedding our Research Strategy provides opportunities for innovation at CHS.

We support implementation of these principles to inform and support our health care today, tomorrow and into the future.





How?

Our foundation for improvement and innovation

We use the Institute of Healthcare Improvement's (IHI) Model for Improvement methodology as a foundation for improvement and patient safety. This, combined with a culture of continuous improvement, research, review of literature and ongoing benchmarking, establishes the basis for improvement and innovation at CHS. We understand that improvement and innovation can be both reactive and proactive, and the strategy chosen is dependent on the scale and complexity of a project, what we want to achieve and the methodology that will give the most sustainable results.

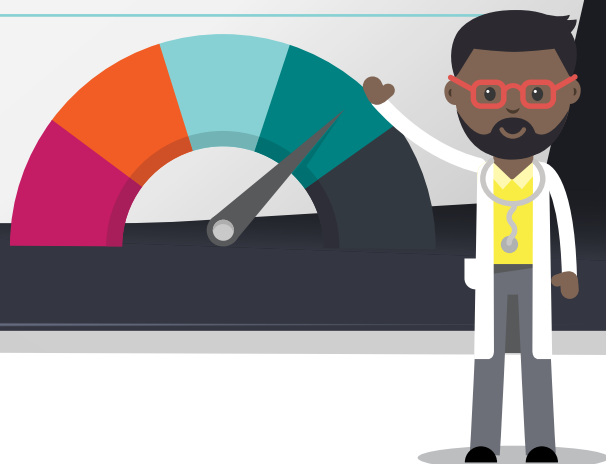
Both reactive and proactive improvement and innovation are about making sure the care we provide tomorrow is better than the care we provided today.

Reactive improvement and innovation

Is characterised by a response to an incident or identified gap. The improvement or innovation results from a need to provide a solution to ensure we provide exceptional care, and is often identified through data or feedback systems. Improvements are typically pursued top down, though can occur bottom up.

Proactive improvement and innovation

Is characterised by an answer to the question 'can we do this better?' Proactive Improvement typically originates at the 'coal face' and is often identified through day-to-day business and feedback systems. This can include a near miss that identifies an opportunity for improvement, development of a new technology or care that is evidence based but not yet adopted by our service. It is typically pursued bottom up. Opportunities for improvement and innovation can also be identified by working closely with our service and academic partners.

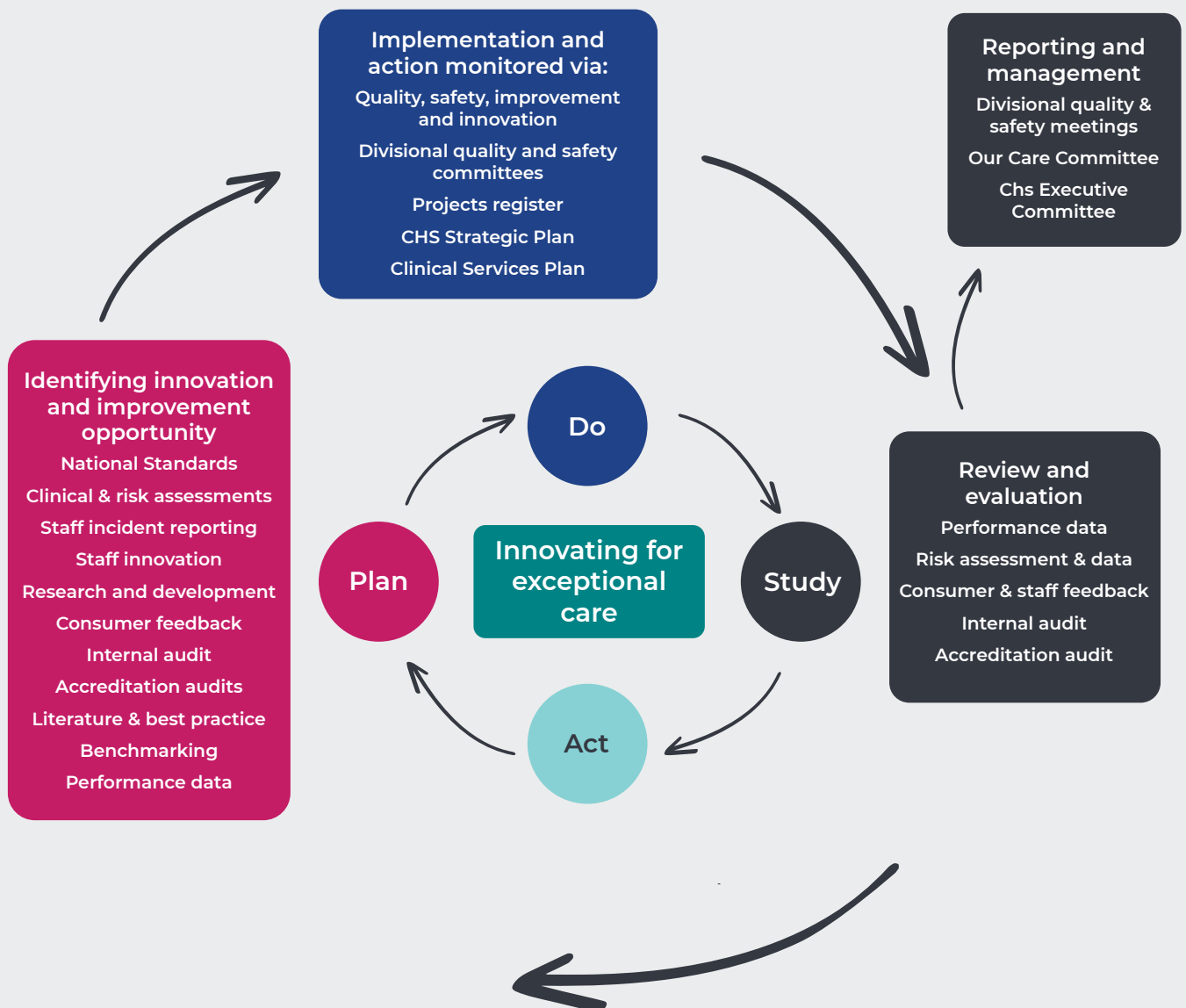


Plan-do-study-act model

The key pillars of all improvement and innovation activities at CHS are based around a Plan-do-study-act cycle. These elements can be considered in the context of:

- identifying the opportunity
- identifying or developing a suitable solution to address our opportunity
- implementing our identified solution
- evaluating the effectiveness of our solution—returning to identifying or redeveloping our solution as needed to ensure our aim is achieved.

Our model for quality improvement at CHS



Our approach to improvement and innovation is continuous. We recognise that there is always opportunity to improve how we care for our patients. Through our Performance, Monitoring and Reporting Framework we apply a cyclic approach to plan, monitor, report and evaluate appropriate data sets to evaluate our solution.

Identifying improvement and innovation opportunity

Improvement opportunities and gaps may be identified in several ways, these include:

- quality assurance activities such as audits
- analysis and monitoring of quality and safety data
- feedback from consumers, carers and the community
- incidents or near misses
- evaluation of current practice, including clinical service review activities
- strategic planning and research.

Identifying or developing a suitable solution

When an area for improvement has been identified, we think about how our practice can be improved. We utilise evidence-based tools to effectively identify a range of elements to support improvements to care. We use methods such as patient stories, interviews, surveys and process mapping to map the consumer care journey and evaluate how our identified improvement may support better care.

Implementing our identified solution

While designing our improvement and innovation activities, we establish the time frame required for implementation and an evaluation framework. Where necessary we establish time-limited working groups or workplace champions to assist with implementation.

We apply SMART (specific, measurable, achievable, relevant and time-bound) goals by developing specific implementation aims and establishing clear, measurable targets to be evaluated post implementation. We collaborate both across the organisation and with external stakeholders to give us the best chance for successful implementation of an identified solution.

Evaluating the effectiveness of our solution

We establish outcome measures to ensure we can objectively evaluate the success of our improvements and the implementation process. Where possible, we capture and analyse baseline data prior to implementation and plan subsequent data collection during and at the completion of the improvement activity to enable us to measure success.





Measuring our progress

We measure our progress through our quality and safety management systems. We identify, monitor, review and report on innovation and improvement activities and capture new initiatives at divisional and organisational level through our quality and safety meetings.

Divisional and organisational level quality key performance indicators are established, monitored, and reported to the Our Care Committee to support a culture of improvement and innovation across the organisation.

There is a schedule of biannual reporting of improvement and innovation activity across the organisation from Our Care to our CHS Executive Committee. Informal information sharing occurs through established networks, for example, Grand Rounds, Senior Managers Forum, etc.

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 in improvement and innovation

To ensure that my care meets my expectations today, tomorrow and into the future...

It is important that I:

- am supported to engage as an active partner in my care and ask questions when I am unsure
- can easily provide feedback on my experiences with CHS
- am empowered to speak up for my and others' safety
- am encouraged to be an active participant in activities aimed at improving care for patients.



To ensure there is a culture of improvement and innovation which generates exceptional care for our consumers...

It is important that I:

- ask questions that challenge established practices and norms
- actively seek and receive feedback from consumers, their families, and carers, and commit to improve their experience where ever possible
- understand the value of innovation and participate in related activities, including research opportunities
- understand the value of quality systems and processes, including how it is monitored in my area and continually strive to support best practice in health care
- understand the value of continuous improvement and engage in quality improvement activity as part of every day business
- understand how the safety and quality of care is measured and monitored in my area and how I contribute to patient care outcomes.



To ensure support for innovation and improvement of the systems and processes which enable CHS to deliver exceptional care...

It is important that I:

- feel empowered to challenge our established processes and support innovation and improvement both locally and in our clinical areas
- understand the value of quality systems and processes and continually strive to support best practice in health care
- engage in quality improvement activity as part of every day business.



Non-Clinical Team Members

To ensure there is a culture of continual improvement to support exceptional care...

It is important that I:

- create a culture that encourages team members to evaluate policy, processes, and practices, and participate in research opportunities for improvement and innovation
- support my team through the allocation of resources and dedicated time to support quality improvement activities and innovation opportunities
- understand the value of continuous improvement, the systems that support it and drive improvement activities
- understand the value of quality systems and processes and continually strive to support best practice in health care
- understand how the safety and quality of care is measured and monitored in my area and implement solutions to drive patient care outcomes
- encourage a solution focused workforce by adopting a no-blame culture
- am accountable for improvement and innovation as it relates to my work area.



Managers and Senior Clinicians

To create and maintain an organisational foundation of continual improvement and innovation on which we can build ongoing exceptional care...

It is important that I:

- maintain an organisation wide, no-blame culture, which promotes rigorous reporting of both successes and failures at all levels
- empower team members to challenge established practices and encourage them to be creative and innovative in their solution finding
- am accountable, and empower and hold managers to account for system-wide innovation and improvement
- remove barriers and simplify processes to support innovation and improvement at all levels
- work with and encourage industry partnership and academic research initiatives to fast-track new ideas.



Executive

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.