SA Health

Safety and Quality

2017-2019 Work Plan

Government of South Australia

SA Health

Part 1: Introduction

This three year rolling work plan identifies the priorities for SA Health to improve the safety and quality of care provided to consumers across SA Health organisations. SA Health is committed to providing a safe, high quality, accessible health care system for all South Australians. Divisions of the Department for Health and Ageing (DHA), the Safety and Quality Unit (S&Q) and Local Health Networks (LHNs) will all play a critical role in achieving this, through working in partnership with health services, staff, consumers and the community.

The DHA Safety and Quality Unit provides advice, education, support, policy, leadership and advocacy, administering legislation and partners with service providers, government agencies and the non-government sector to identify and respond to current and emerging public health and clinical issues.

The DHA Safety and Quality Unit have identified six key priority areas for development and implementation between 2017 and 2019 as outlined below. These priorities are based on evidence of the greatest benefit for consumers, and focus on saving lives and reducing incidents. They are designed to address patient safety priorities that have been identified at both a national and state level and continue to support SA Health to be responsive to any new emerging issues or risks.

Safety and Quality Priority Areas

Priority Area 1 Patient safety

Priority Area 2 Partnering with patients, consumers and community

Priority Area 3 Quality cost and value

Priority Area 4 Supporting health professionals to provide safe and high quality care

Priority Area 5 Safety Learning System (SLS)

Priority Area 6 Communication strategy to support safety and quality

Context

The Australian Commission on Safety and Quality in Health Care

The Australian Commission on Safety and Quality in Health Care (ACSQHC) was established in 2006 to lead and coordinate safety and quality improvements nationally. Since its establishment a key output of the Commission has been the National Safety and Quality Health Service (NSQHS) Standards which have guided the implementation of safety and quality systems to improve the quality of health care across Australia. SA Health priorities are informed by, and aligned to, the ACSQHC Workplan.

SA Health Strategic Directions 2016-2018

SA Health is committed to improving the health of all South Australians by providing leadership in health reform, public health services, health and medical research, policy development and planning, with an increased focus on wellbeing, illness prevention, early intervention and quality care. The following key directions identify SA Health will achieve this by:

- setting the policy and strategic framework for action on important health and wellbeing issues
- placing a strong emphasis on prevention and wellbeing
- promoting quality and safety so every South Australian can have confidence in the care they receive
- taking responsibility for the priorities posed by the government of the day
- promoting and providing good corporate governance and business practices within the Department and within agencies who work with our community
- working in collaboration with other parts of our network
- commissioning the health and wellbeing services our community needs.

Premier's Strategic Priorities for South Australia

The State Government has developed seven priorities for South Australia's future. These priorities are areas where we can make the most difference to the lives of everyday working people and the most difference to the future prosperity of our State.

SA Health contributes to five of the Premier's seven Strategic Priorities

- Every Chance for Every Child
- Safe Communities Healthy Neighbourhoods
- Creating a Vibrant City
- Premium Food and Wine from Our Clean Environment
- An Affordable Place to Live

Transforming Health

The foundation of the Transforming Health agenda is the pursuit of high quality care and to deliver the best care, first time, every time, to all South Australians. Transforming Health aims to address a whole of system change and is the new way of providing quality healthcare in South Australia.

Part 2: Safety and Quality Priorities

Priority Area 1 Patient safety

SA Health is committed to improving the safety and quality of patient care and achieving the best patient outcomes possible. The Safety and Quality Programs are aligned to the Australian Safety and Quality Framework for Health Care and the National Safety and Quality Health Service Standards, and intend to support SA Health to meet accreditation requirements, improve quality of care and reduce harm to consumers.

The Australian Safety and Quality Framework for Health Care describes a vision for safe and high-quality care for all Australians and sets out the actions needed to achieve this vision. There are three core principles for safe and high-quality care. These are care that is:

> consumer centred
> driven by information
> organised for safety.

Priority Area 2 Partnering with patients, consumers and community

SA Health values the contribution consumers and the community can make in improving health services, including service planning, designing care and service measuring and evaluation and are committed to strong consumer and community engagement.

National Safety and Quality Health Service Standard 2: Partnering with Consumers requires the involvement of consumers in the organisation and strategic processes that guide the planning, design and evaluation of health services.

Priority Area 3 Quality, cost and value

This priority area supports the state governments commitment to Transforming Health and to deliver a quality healthcare system that provides best care, first time, every time. The six quality principles underpinning Transforming Health include a health system that is:

1. Patient centred
2. Safe
3. Effective
4. Accessible
5. Efficient, and
6. Equitable.

The aim of this priority area is to have a health system that provides the right care, minimises waste and optimises value and productivity. A number of approaches are used including;

1. Mapping healthcare variation using the Atlas of Variation
2. Examining if variations are warranted and developing strategies to address variations such as new approaches of care, clinical care standards and patient decision aids.

Priority Area 4 Supporting health professionals to provide safe and high quality care

Health practitioners and others providing health care require skills and knowledge appropriate to the areas in which they work and the consumers they are providing care for. Skills and knowledge should be based on best practice. The key focus areas for ensuring this is achieved are:

1. The development of clinical metrics to support safety and quality improvement
2. Local monitoring of patient safety
3. Reviewing, analysing and monitoring hospital acquired complications (HACS)

Priority Area 5 Safety Learning System

The SLS supports all SA Health services to report, manage, investigate and analyse patient incidents, and consumer feedback. It is also used for capturing information about security services and to record formal notifications such as those for coronial matters or medical malpractice.

Priority Area 6 Communication strategy to support safety and quality

The SA Health Media and Communications Branch work closely with Safety and Quality to support their priority areas. Media and Communications provide advice, develop and implement communications strategies to ensure that consistent messaging reaches the desired target audiences internally to all LHN and Health Service staff, and also externally to the SA public and/or stakeholder groups eg Private and Aged Care facilities, Registered Training Organisations, Unions, Consumer and Community Advisory Groups, Consumer and Community Organisations, other jurisdictions and territories.

Part 3: Workplan

Priority Area 1 Patient safety

Activity	Timeline	Responsible	National Standard
1. Monitor compliance with relevant legislation and SA Health Policies. > undertake appropriate risk assessments > align with internal audit activities > Review Part 7 & 8 of the Health Care Act 2008	Ongoing Commence Late 2018	Legal and Governance Unit Local Health Networks Internal Audit Safety and Quality Unit	
2. Prepare for the introduction of V2 of the National Safety and Quality Health Service Standards. > complete a gap analysis > develop and implement plans for assisting health services to meet the requirements of the new V2 national standards, including resources for staff (training and assessment tools) and metrics, and audit tools	Mid 2017 Mid 2018	Local Health Networks Safety and Quality Unit	
3. Support LHN's to comply with the National Clinical Governance Framework by supporting: > policy development, review, monitoring > SA Health wide strategies to improve safety and quality of services and reduction of clinical risk.	Ongoing	SA Health Safety and Quality Strategic Governance Committee Safety and Quality Unit	
4. Review the Incident management and Open Disclosure, Root Cause Analysis and Lookback review policies inclusive of tools, forms, education framework, communication and metric plans. > Support and monitor implementation of policies	Late 2016 Ongoing	Safety and Quality Unit Legal and Governance Unit Local Health Networks	
5. Continue to oversee the Credentialing and Scope of Practice of health practitioners providing a health service across SA Health sites to ensure they have a defined scope of practice for the locations in which they work. Commission and implement the new Credentialing database, tools and monitoring and evaluation processes to support its implementation.	Ongoing Late 2017	People and Culture Local Health Networks Safety and Quality Unit	
6. Contribute to the finalisation the Complaint about a health practitioner policy directive and supporting tools, including possible reporting into SLS, and aligned with Memorandum of Understanding (MoU) with Australian Health Practitioner Regulation Agency (AHPRA) and arrangements with Health and Community Services Complaints Commissioner (HCSCC).	Mid 2018	People and Culture Safety and Quality Unit	
7. Contribute to the review the Informed Consent policy and establish a new policy framework for SA Health, inclusive of tools, forms, learning and development plans, communication and metrics, and patient information brochure.	Mid 2018	Legal and Governance Unit Safety and Quality Unit	

Activity	Timeline	Responsible	National Standard
8. Support health services to reduce healthcare acquired infections, in line with national standards. Focus areas include: > Aseptic technique > Indwelling devices > Surgical site infections > Environmental biological hazards > Reprocessing of medical devices	Ongoing 2018 2018 2017	Infection Control Local Health Networks and SA Ambulance Service Safety and Quality Unit Bio Medical Engineering	
9. Continue to develop the High Risk Medicine toolkits that support SA Health sites to meet the requirements of High Risk Medications elements within Standard 4 from the NSQHS Standards. Kits require development: > Opioids > Cytotoxic/Chemotherapy > Anti - infectives	Ongoing 2017 APINCH meds	Local Health Networks Medicines and Technology Programs Safety and Quality Unit	
10. Create a shared culture for medication safety across LHN's. Share innovative medication safety work across SA Health in an annual forum.	Ongoing	Medicines and Technology Programs	
11. Determine approach and develop strategies to reduce critical missed medication dose patient incidents within SA Health sites, including dissemination of a critical medicine list, education tool and audit program.	Ongoing	Medicines and Technology Programs	
12. Develop an SA Health strategy to assist health services to meet the requirements of the new Comprehensive Care national standard including > Screening and assessment > Menu standard, Policy and tools, Metrics	2018	Nursing and Midwifery Office SA Nutrition and Dietetics group Food Services Local Health Networks Safety and Quality Unit	Comprehensive Care
13. Develop a comprehensive End of Life Care framework/strategy for SA Health that includes: > Recognition and response to the deteriorating patient > Resuscitation planning and 7step pathway > Advanced Care Directives > Palliative care > Monitoring the application of the National End-of-life Care Consensus Statement into practice across SA Health sites	2017	Local Health Networks and SA Ambulance Service Safety and Quality Unit Transforming Health	Comprehensive Care
14. Finalise and monitor the release of the Resuscitation Planning – 7 Step Pathway policy directive inclusive of tools, revision of forms, learning and development plans, communication and metric plans for implementation across SA Health sites.	Late 2017	Local Health Networks Safety and Quality Unit	Comprehensive Care
15. Review the Pressure injuries prevention and management policy and guideline, inclusive of tools, forms and learning and development plans, communication and metric plans. > Support LHNs to access suitable pressure injury prevention training	Late 2017	Local Health Networks and SA Ambulance Service Safety and Quality Unit	Comprehensive Care

Activity	Timeline	Responsible	National Standard
16. Monitor the implementation of Preventing falls and harm from falls policy directive. > Develop new tools as indicated > Review consumer resources	Ongoing 2018	Local Health Networks and SA Ambulance Service Safety and Quality Unit	Comprehensive Care
17. Review, develop and implement a program of work on cognitive impairment (dementia and delirium) to assist health services to meet the requirements of the new national standard, and to incorporate the national resources.	2018	Clinical expert group, Ministerial Clinical Advisory Group Local Health Networks Safety and Quality	Comprehensive Care
18. Continue to implement the Challenging Behaviour program across SA Health sites including: > Monitoring and reporting of patient incidents, worker health incidents and code blacks > implementation of policy and tools across SA Health sites > Develop strategies to assess and improve the safety of the environment and facilities > Monitor SAAS campaign, and Drug and Alcohol Intervention and Emergency Department campaigns	Late 2017	Local Health Networks SA Ambulance Service Drug and Alcohol Service SA (DASSA) Safety and Quality	Comprehensive Care
19. Monitor and report against the implementation of the Minimising Restrictive Practices restraint and seclusion policy.	Late 2017	Local Health Networks Safety and Quality	Comprehensive Care
20. Review Clinical Handover policy and tools including: > Integration of policies for clinical handover, discharge, clinical documentation, alerts and risks, identification and procedure matching, partnering with consumers and family/carer > Review Surgical safety team checklist and develop procedure checklist > Discharge summaries	Mid 2017 Late 2017 Late 2018	Local Health Networks Safety and Quality	
21. Continue to develop programs that support LHNs and the private sector to fulfil the requirements of the Blood and Blood Products Standard and the Blood Supply Stewardship Policy Directive including: > Management of anaemia and iron infusion	Ongoing	Safety and Quality Blood Organ and Tissue Programs	
22. Review the SA Health Recognising and Responding to Clinical Deterioration policy and guideline, tools and forms including: > Patient/family/carer escalation of care processes > The review of RDR charts	Mid 2017 End 2017 Mid 2017	Safety and Quality	

Priority Area 2 Partnering with patients, consumers and community

Activity	Time frame	Responsible	National Standard SA Health Objective
1. Review the consumer engagement policy and tools to inform the ongoing improvement and building of consumer engagement practices across SA Health sites including: > Planning the evaluation of how SA Health services are Partnering with consumers > Ongoing monitoring of the SA Health Partnering with Consumers and Community Advisory Group Strategic Action Plan > Review Framework for Active Partnership with Consumers and Community and Guideline for Engaging with Consumers and the Community > SA Health Consumer and Community Advisory Governance Model > Partnering with Consumers Self Assessment tool for hospitals to be undertaken	Mid – Late 2017	Local Health Networks Health Consumers Alliance SA Safety and Quality SA Health Partnering with Consumers & Community Advisory Group	
2. Develop and implement an SA Health action plan and strategy for Partnership with carers.	Mid 2016	Safety and Quality Unit Carers SA	
3. Review the existing Consumer feedback and complaint management policy, guideline and tools to ensure revised policies and processes include partnership with patients and carers.	Review complete by March 2018	Safety and Quality Unit Local Health Networks	
4. Monitor the use of the Charter of Healthcare Rights within SA Health sites consistent with the current SA Charter of Healthcare Rights.	Ongoing	Safety and Quality Unit Health Consumers Alliance SA Health and Community Services Complaints Commissioner (HCSCC)	
5. Continue to identify and implement strategies to measure the consumer experience of populations who are currently not surveyed.	Ongoing	Safety and Quality Unit Local Health Networks	
6. Implement National Shared decision making tools and approaches across SA Health sites including: > An online training module on risk communication developed and piloted by clinical colleges > The production of patient decision aids on antibiotic use and knee pain > The adaption of a number of priority patient decision aids	2017-18	Safety and Quality Unit	

Activity	Time frame	Responsible	National Standard SA Health Objective
7. Implement strategies that embed a 'Partners for Safety' approach, aligned with the national strategy and include tools to support better involvement of consumers in their own care (AHRQ Question Builder) and promote improving health literacy.	Late 2017	Safety and Quality Unit	
8. Continue to implement strategies across SA Health to improve Health literacy, that are aligned with the following national strategies: > National Statement on Health Literacy - Taking action to improve safety and quality (ACSQHC) > Health information standards for Australia	Late 2017	Safety and Quality Unit	

Priority Area 3 Quality, cost and value

Activity	Time frame	Responsible	National Standard SA Health Objective
1. Focus on review of SA outliers in the Atlas of Health Care Variation, seeking expert clinical engagement and progress as necessary. > Version 1 of the Atlas > Version 2 of the Atlas	2016-17 2017-18	Transforming Health Ministerial Clinical Advisory Group Expert clinical groups Safety and Quality Unit	ACSQHC
2. Support and implement activities to improve appropriateness of care and consistency with evidence-based guidelines for use across SA Health sites and aligned to national Clinical standards in relation to: > Acute coronary syndromes > Antimicrobial stewardship > Stroke > Delirium > Hip fracture care > Osteoarthritis including knee pain > heavy menstrual bleeding > cataracts	2016 2017 2018	Transforming Health Ministerial Clinical Advisory Group Safety and Quality Unit	
3. Develop and implement clinical indicators to monitor the implementation of clinical standards.	Ongoing	Safety and Quality Unit Data and Clinical Reporting Committee.	
4. Contribute to policy review regarding clinical documentation and health care records systems.	Late 2017	Medical Records Advisory Unit Safety and Quality Unit	

Priority Area 4 Supporting health professionals to provide safe and high quality care

Activity	Time frame	Responsible	National Standard SA Health Objective
1. Data - Develop Clinical measures to support safety and quality improvement across SA Health sites including: > Condition specific indicators, client and clinical care standards	Late 2017	Local Health Network expert clinical groups Safety and Quality Unit Transforming Health	
2. Implement safety and quality clinical measures to support the implementation of V2 of the NSQHS and state priority areas, including but not limited to: > Patient experience > Organisational culture > PROMS > Readmissions > Healthcare associated infections > Antimicrobial utilisation and resistance > Complications and incident reviews > Indicators of clinical care > Adherence to NSQHS standards	Ongoing	Data and reporting services Local Health Networks Safety and Quality Unit	
3. Develop and implement a Clinical Data reporting strategy including purchase of business intelligence and an analytical platform for implementation within SA Health.	Late 2017	SA Health Clinical Data Strategy Committee Data and reporting services Safety and Quality Unit	
4. Develop strategies for routine monitoring, review and analysis of hospital acquired complications (HAC)	Late 2017	Safety and Quality Unit SA Health Clinical Data Strategy Committee Ministerial Clinical Advisory Group	
5. Continue to support implementation of the SA Health Perinatal Emergency Education Strategy and monitor outcomes.	Ongoing	SA Health Perinatal Education Board Local Health Networks Safety and Quality Unit	
6. Develop new eLearning modules for Safety and Quality training implementation across SA Health sites that include: > Incident management and open disclosure (basic and for managers)	2017	Digital Media Safety and Quality Unit	
7. Provide Safety and Quality training programs for: > Root cause analysis training > IHI Open School Safety and Quality online learning > TeamSTEPPS® > Training for Open Disclosure Facilitators	Ongoing	Safety and Quality Unit	

Priority Area 5 Safety Learning System (SLS)

Activity	Time frame	Responsible	National Standard SA Health Objective
1. Review and improve the functionality of SLS for notifiers, incident managers, SLS administrators to support high quality: > Data entry > Incident management and open disclosure > Report generation	Ongoing	Safety and Quality SLS team and Safety and Quality Operational Committee	
2. Review the governance of SLS to improve: > Accountable systems of consultation and approval of changes and enhancements, and data requests inc FOI. > Authorisations of SLS administrators, Incident managers and executive level staff (eg for Notifications module)	Late 2017	Safety and Quality SLS team and Safety and Quality Operational Committee	
3. Develop and implement SLS modules such as: > New risk register > Others as required, eg complaints against a health practitioner	Late 2017	Safety and Quality and Risk Local Health Networks	
4. Review: > Location tree, especially for new RAH > Basic modules – actions and contacts, notifications > Consumer feedback module > Security module > WHS module	Mid 2017 Ongoing 2017 Late 2017 2018	Safety and Quality SLS team and Safety and Quality Operational Committee	
5. Review incident classification to enhance reporting and SLS data to meet requirements for national reporting, and support clinical quality improvement	2016-18	Safety and Quality SLS team and Safety and Quality Operational Committee Specialty areas/content experts	
6. Upgrade server and version of software. Provide information to users about changes / enhancements as a result.	Late 2017	Safety and Quality and ICT, SLS Admins for testing	
7. Develop, implement and publish resource materials, Notices, webpages, training materials eg Guides, Topic guides face to face and web-based resources, as required.	Ongoing	Safety and Quality and Communication	
8. Interrogate SLS data and review opportunities, improvements and lessons learned to share across SA Health.	Ongoing	Safety and Quality and Communication	
9. Enable remote notification of incidents by SAAS and other applicable services	2017-18	Safety and Quality and SA Ambulance Service with ICT	

Priority Area 6 Communication strategy to support safety and quality

Activity	Time frame	Responsible	SA Health Objective
1. Develop an overarching Safety and Quality Communications and Media Plan for 2016-17.	Ongoing	Communications	SA Health Priority Program
2. Continue to develop and promote appropriate Safety and Quality social media content in line with the renewed Department for Health social media strategy which incorporates a strong focus on more timely and engaging content (infographics, photos, consumer stories etc.).	Ongoing	Communications	SA Health Priority Program
3. Continue to develop and update individual program communications plans as required (eg Patient Incident Management and Open Disclosure Policy, Resuscitation Planning- 7 Step Pathway Policy).	Ongoing	Communications and Local Health Networks	SA Health Priority Program
4. Continue to provide regular communication updates to LHN, Health Service and Ageing Communications and Media Managers.	Ongoing	Communications	SA Health Priority Program
5. Develop and implement an external facing advertising campaign for Challenging Behaviour phase 2: Emergency Departments.	Complete	Communications	SA Health Priority Program
6. Complete an evaluation of the external advertising campaign for Challenging Behaviour phase 1: SAAS inclusive of survey findings and communicate back results back to staff.	Ongoing	Communications	SA Health Priority Program
7. Produce/circulate regular newsletter articles, infographics, promotional internet/intranet panels for LHNs and Health Services sites to support accreditation (eg pre April Falls Awareness Month, Global Hand Hygiene Day- provide a suite to LHN communications managers ahead of time to embed in local mediums).	Ongoing	Communications and Local Health Networks	SA Health Priority Program
8. Continue regular communications promoting the 20 live Safety and Quality eLearning courses to all SA Health staff, including promotion of new courses as they go live, driving increased completion rates.	Ongoing	Communications and Local Health Networks	SA Health Priority Programs
9. Develop and implement a communications plan and external advertising campaign for Patient, Family Escalation of Care.	Ongoing	Communications	SA Health Priority Program
10. Develop and implement a communications plan and external advertising campaign for Partnering with Carers.	Ongoing	Communications	SA Health Priority Program

For more information

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