

# Safety and Quality Strategy 2019–2023





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For more information, contact:

Clinical Governance, Safety, Quality & Risk, Metro North Hospital and Health Service, Level 14, Block 7, RBWH, Herston QLD 4029, email [MN\\_ClinGovandRisk@health.qld.gov.au](mailto:MN_ClinGovandRisk@health.qld.gov.au)

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### Interpreter Services Statement



Metro North Hospital and Health Service is committed to providing accessible services to the community from culturally and linguistically diverse backgrounds.

If you have difficulty in understanding this Report, please contact us on 07 3646 6102 and we will arrange an interpreter to communicate the report to you effectively.

V1.0 Effective: December 2018 Review: July 2023

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## Acknowledgements

We would like to acknowledge the consumers and staff from all levels of the organisation, including the Community Board Advisory Group and Clinical Councils, who generously gave their time and advice to develop Metro North's Safety and Quality Strategy. The Strategy has also drawn from the Australian Commission on Safety and Quality in Health Care. (2017) National Safety and Quality Health Service Standards and the Institute for Healthcare Improvement's White Paper (2017) A Framework for Safe, Reliable and Effective Healthcare.



# Message from the Metro North Chief Executive and Board Chair

As Australia's largest public healthcare provider, treating over a million people each year, Metro North Hospital and Health Service offers a wide variety of healthcare services across more than 30 subspecialties. Every day we provide care to people from across Queensland in hospitals and community health centres, in dental clinics and vans, in people's homes, in residential care centres and via telehealth.

Crucial to this care are the needs and wants of patients. Providing safe, high quality care is more than ensuring we meet clinical standards. It's about recognising the patient as a partner in their own care, sharing information in a way that truly enables shared decision making.

Through the Metro North Safety and Quality Strategy, we recognise that to improve the outcomes, prevent harm and increase the reliability of care, we must improve the way we communicate with our colleagues and with patients, their families and carers, and foster a strong culture of patient safety and quality improvement.

The strategy outlines not only our direction but our commitment to ensuring Metro North works with patients, our partners and our staff to continually evaluate and improve the care we provide.

To help us achieve truly patient centred, safe and effective care, underpinned by a culture of safety, we will draw on a range of enablers and influencers across our health service and beyond, including our digital transformation and other strategies to prepare Metro North for the healthcare needs of the future.

Most importantly, the strategy highlights the invaluable contributions of consumers and staff in achieving these goals.



**Shaun Drummond**  
Chief Executive  
Metro North Hospital and Health Service

**Dr Robert Stable AM**  
Chair, Metro North Hospital  
and Health Board



# Introduction

Metro North is transforming. By 2023, Metro North will care for significantly more people as we expand our hospitals and services, particularly with the opening of the Surgical, Treatment and Rehabilitation Service (STARS) on the Herston Campus and hospital expansions at Caboolture and Redcliffe.

We will also be well into our digital transformation, which is about much more than use of the electronic medical record (iEMR). The digital strategy is focussed on harnessing the power of the technology so that clinical staff have better, faster access to the information they need to provide safe, high quality care.

Although we will be bigger and more technologically advanced, our commitment to putting people first won't change. Metro North remains committed to care that is person-centred, safe and effective.

This Safety and Quality Strategy has been developed with consumers and our staff. Consumers told us they want care that recognises them as individuals, with lives beyond their illnesses. They want staff to engage with them respectfully, with compassion and kindness and to partner with them in their care and in the planning of services more broadly. They also want to know that they will be safe in our care, through increased transparency of safety and quality information.



**Noelle Cridland**  
Executive Director  
Safety and Quality  
Metro North

Our staff shared insights into truly world class care that happens in Metro North every day. Staff are committed to exceptional patient and consumer care. Staff were clear about what can be done to support them to do their best work. Staff need to be at the forefront of change, so that they can shape it, so that it works for patients and for them. They want tools that are straightforward to use, easy to understand and reduce the duplication of their effort. Staff want to be supported to continue to develop their skills and knowledge and be part of great teams that communicate well and safely challenge each other to do better.

Knowing the changes ahead and listening to consumers and staff, we have committed to this Safety and Quality Strategy, which aims to improve the outcomes of our care, prevent harm and increase reliability, support better communication and strengthen our patient safety and quality improvement culture.



# How to read this strategy

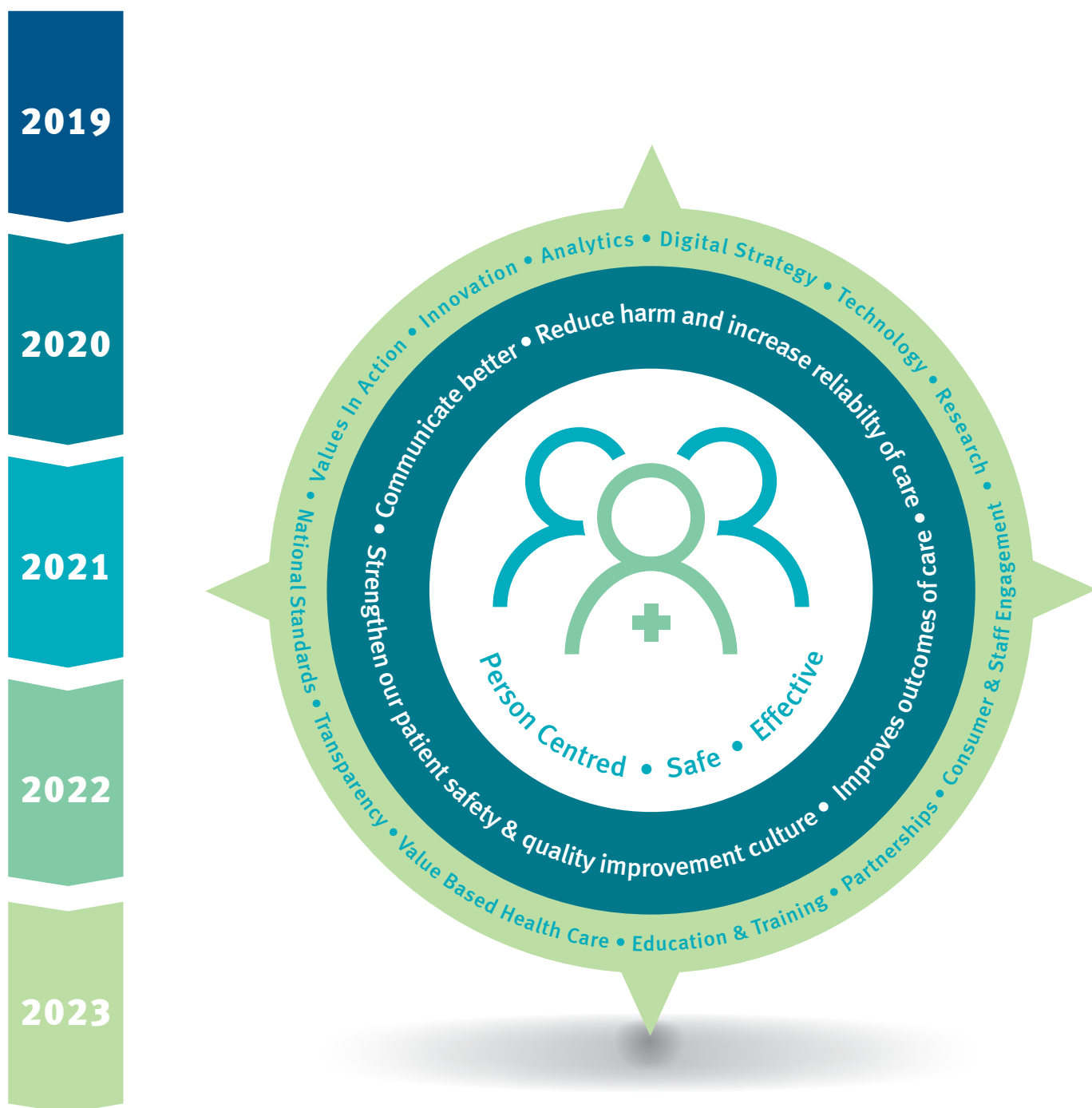
The Safety and Quality Strategy is one of six strategies that will assist in the delivery of MNHHS Strategic Plan.

The relationship and cascade of strategic documents is described below. Safety and Quality strategy focus areas will be translated into actions in the Plans of our business areas and activities of individual staff.



Effective: October 2019 / Review: October 2020

# Safety and Quality Strategy



# Strategies



## Improve outcomes of care

- 1.1 Promote a culture where goals of care are clear, informed by what matters to patients, consumers and their families and consistent with evidence based practice.
- 1.2 Foster partnerships in care and services through improved health literacy for patients, consumers and families.
- 1.3 Leverage our digital strategy to increase timely access to useful data and analysis, to improve the safety and quality of care at individual patient and system levels.
- 1.4 Facilitate the measurement and reporting of, and response to agreed clinical, patient experience and patient reported outcomes.
- 1.5 Strengthen the analysis of, and response to health outcomes for Aboriginal and Torres Strait Islander people in Metro North, in partnership with Indigenous consumers and health care agencies.
- 1.6 Foster research and the translation of research into practice, in the areas of diagnostics, digital, therapeutics and health services.



### We will measure:

- Patient experiences
- Patient reported outcomes
- Clinical outcomes



## Prevent harm and increase reliability of care

- 2.1 Promote highly reliable care through standardisation, simplification of care processes and the monitoring of variation from agreed ways of working and evidence based practice.
- 2.2 Engage clinicians and consumers in our value based health care program to reduce low value (benefit) care including procedures and tests.
- 2.3 Embed high reliability and reduce low value care through the design of digital workflows and decision support.
- 2.4 Prevent and learn from harm by applying systems and safety science to technology, processes and workflow design.
- 2.5 Promote the co-design of care systems with consumers and staff to increase clinical and psychological safety.



### We will measure the impact of:

- Care processes that use co-design, digital workflows, decision support and systems, and safety science to increase safety and reliability
- Data driven safety and quality improvement initiatives
- Reducing low value care for patients and the health service
- Our progress towards becoming a high reliability organisation



# Strategies



## Communicate better

- 3.1 Promote communication which consistently reflects Metro North's values.
- 3.2 Engage with consumers in ways that respect and promote their rights, dignity, cultural diversity, levels of health literacy and health information needs.
- 3.3 Foster a culture of shared decision making and collaborative negotiation by engaging with consumers to understand what matters to them.
- 3.4 Facilitate transparency for consumers and staff by increasing access to meaningful safety and quality measures and analysis.
- 3.5 Foster better communication of timely and relevant information throughout and across episodes of care and particularly at care transition points.
- 3.6 Promote systems of communication that improve safety for patients, including safety huddles, rounding and escalation pathways for patient safety risks.



### We will measure:

- Staff and consumer experience of communication in Metro North
- Participation in communication skills development training
- Access to safety and quality information for staff and consumers
- Effectiveness and timeliness of handover of care within our services and with care partners including primary care providers.



## Strengthen our patient safety & quality improvement culture

- 4.1 Promote a culture of leadership that is self-reflective, just, transparent, applies improvement and reliability science, and fosters trust, psychological safety and values alignment.
- 4.2 Embed our Values in Action program to foster a culture where staff are confident to speak up and are supported to challenge the status quo and innovate.
- 4.3 Build capability and resilience throughout Metro North by implementing contemporary safety and quality programs which are co-designed with clinicians and consumers.
- 4.4 Promote a culture of organisation wide learning by strengthening systems that share successes and learn from harm.
- 4.5 Support staff and consumer engagement in patient safety and quality improvement by developing and implementing a digital media strategy.



### We will measure:

- Our patient safety and quality improvement culture
- Participation in education and training opportunities which strengthen our culture of leading for patient safety and quality improvement
- Digital media strategy impact

# Patient safety and quality improvement in Metro North

Simply put, health care in Metro North needs to be person centred, safe and effective. But providing health care is complex. The care and treatment of illness can be complex, the skills, knowledge and tools needed to treat illness are necessarily complex and the systems that we work within are complex. Over the life of this five-year Safety and Quality Strategy, we will support the existing exceptional work our people do every day. We will also focus on improving the outcomes of care, preventing harm and increasing reliability, communicating better and strengthening our patient safety and quality improvement culture.

Improving the outcomes of care means firstly making sure that there is better access to clinically useful information across all our services. This will make it easier for clinical staff to continue to evaluate outcomes and if possible, drive ongoing improvement. The experience and outcomes for patients is equally a focus. For patients and consumers to be at the centre of their health care, we need to understand both their health needs and 'what matters to them' in their care.

The complexity of health care and the need to ensure that it is safe for patients and staff has resulted in global efforts focussed on designing in safety and reliability to the ways care is provided. Health care has looked to other industries that also operate in complex environments and demand maximum safety, including aviation, to understand the science behind building safety in. While healthcare most certainly isn't

aviation, the science behind its safety systems has been translated and built upon for the complexity and uniqueness of health care. We plan to use more of the skill and expertise of our staff and consumers, safety and systems improvement experts and the evidence from research to become even safer.

The evidence is also clear that good communication increases patient safety and improves the experience for patients and staff. Good communication in health care is about how we speak with patients, with each other and how we make sure that the whole team, including our partners in the community have appropriate access to the right patient information. Our digital strategy is a major enabler of communicating patient information. Communicating for safety also means that staff work in teams that support them to speak up confidently when they are concerned for the safety of patients.

A strong patient safety and quality improvement culture is necessary to deliver reliably safe care. The Australian Commission on Safety and Quality in Healthcare (ACSQHC) National Safety and Quality Health Service (NSQHS) Standards acknowledges this by requiring governing bodies to 'Provide leadership to develop a culture of safety and quality improvement, and satisfies itself that this culture exists within the organisation'. We are committed to strengthening our culture so that patients and consumers have the very best care, because our staff are supported to do their very best work.





## Realising the vision

The Strategy is ambitious and requires a coordinated approach across Metro North's Clinical Directorates, Clinical Streams and supporting services to deliver on the outcomes. Over the lifetime of this Strategy (2019–2023) there will be considerable growth in Metro North services and in the use of digital technology to transform care. Every level of the organisation and every member of our team is needed to make this strategy work. We will closely track and report on our progress.



## References

The following sources, material and references were utilised to inform the development of this Strategy:

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The Scottish Improvement Journey: a nationwide approach to improvement. The Scottish Government; 2018. ISBN: 978-1-78851-348-7

### Consumer Surveys

- Metro North Patient Experience Survey 2016 & 2017
- Connection and Respectful Experience (CaRE) Patient

### Experience Survey

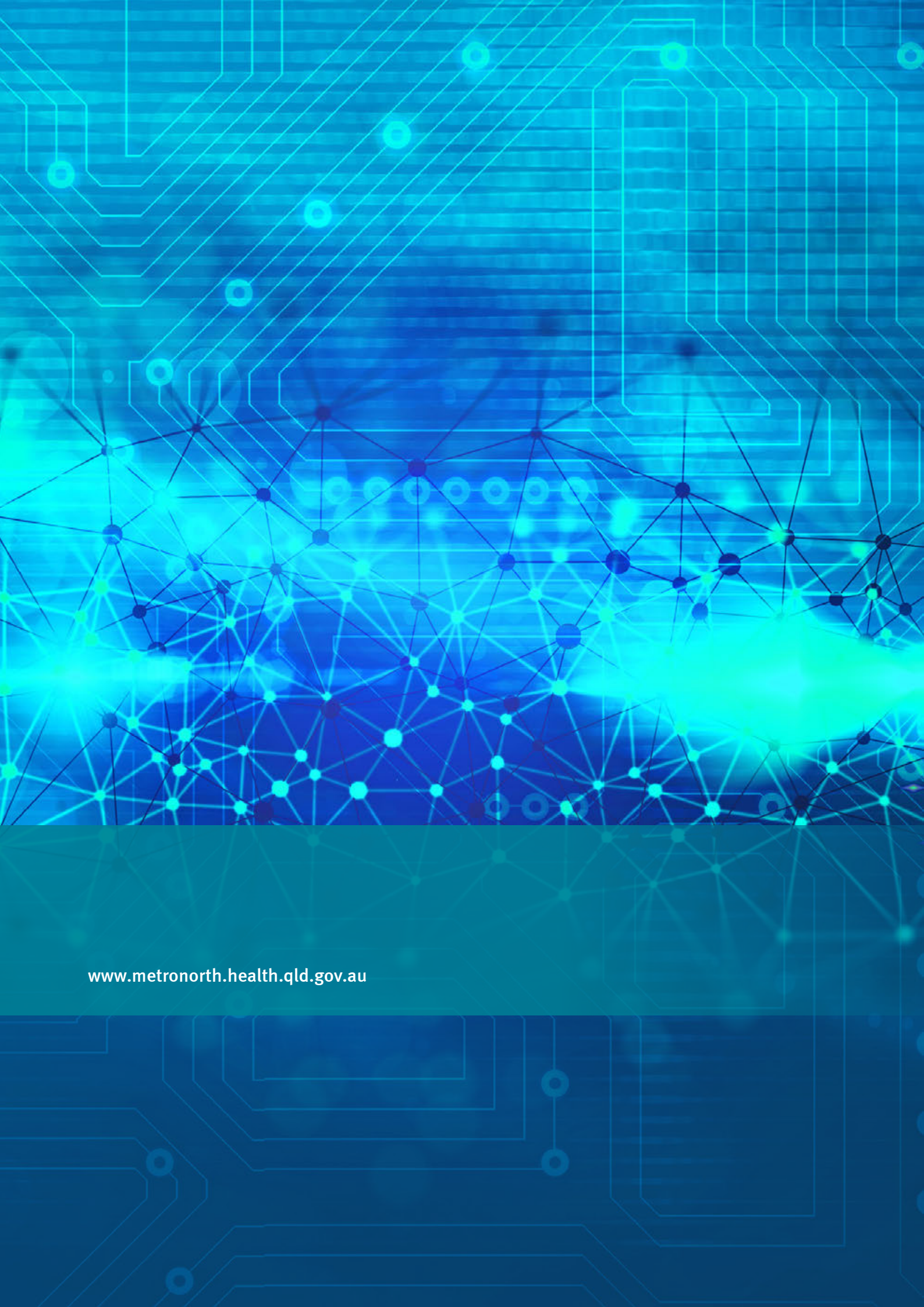
- Your Experience of Service (YES) Survey
- Connecting for Health – 2017 Annual Progress Report
- Caboolture Quality of Care Survey

### Staff Surveys

- Working for Queensland Survey
- Hospital Survey on Patient Safety Culture MNHHS
- MNHHS Developing a Safety and Quality Strategy

### MNHHS Publications

- Strategic Plan 2016-2020
- Health Services Strategy 2015-2020
- Putting People First Strategy
- Strategic Planning Framework 2016
- Clinical Governance Policy POL033
- Operational Plan 2017-2018
- Service Agreement 2016/17 – 2018/19
- MNHHS Risk Register
- MNHHS Safety and Quality Strategy 2015-2018



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