

Strategic Plan 2016 – 2020



Our vision is to enable and support timely and appropriate access to the highest quality care for Victorians through the identification, scaling and embedding of innovative practice across the Victorian health system

Our objectives

- Improve the timeliness and appropriateness of healthcare
- Improve the quality and experience of care
- Improve the health sector's ability to identify, test, implement and sustain innovation
- Improve the Victorian health sector's knowledge and use of innovative practice and improvement approaches
- Share lessons learnt across the sector to drive further innovation and facilitate active collaboration

Our activities

- Fund for sector-led innovation and improvement projects
- Provide a platform for sharing knowledge and best practice
- Support the implementation of innovation and improvement projects through coaching and mentoring
- Develop leadership across the health sector workforce to drive and sustain improvement

Our approach

- Partner with the health sector
- Empower the health system
- Embed a culture of improvement
- Data and rigorous evaluation drive our decision making
- Challenge the status quo and accept failing safely
- Leverage other health reform efforts

Areas of focus

- Targeted areas of intervention in quality and safety
- Access to outpatient services
- Access to emergency care

Strategic initiatives

Establishment year (2016–17)

Innovation projects

- Fund first projects, emphasis on scaling and quick wins
- Develop state-wide improvement collaborative for emergency access

Knowledge sharing

- Create website and knowledge hub
- Innovation events to engage sector

Capability building

- Develop strategy for innovation & improvement capability
- Establish System Improvement Specialist
- Initial tranche of leadership development and capability building courses
- Provide resources and tools that support the work of continuous improvement

BCV foundations

- Establish Board, consumer and emerging leaders' advisory committees
- Connect with the health sector and build key relationships: clinicians, health service executives, redesign leads, PHNs, Community Health, DHHS
- Develop consumer and clinician engagement strategies

Year 1 (2017–18)

Innovation projects

- Support a range of projects over longer time frames, including scaling of proven projects, new ideas and collaborative projects.
- Co-design and development of large scale transformation project

Knowledge sharing

- Develop networks and events that facilitate the sharing of innovation and improvement expertise, lessons learnt and enable effective sector collaboration

Capability building

- Implement sector capability and leadership development program, including to support quality and safety improvement
- Provide targeted improvement support to health services
- Sustain and strengthen sharing and recognition of best practice
- Implement consumer and clinician engagement strategies

Year 2 & 3 (2018–19 and 2019–20)

Innovation projects

- Continue to build portfolio of projects with increasing investment in multi-partner projects
- Implement a large-scale and longer term transformational project

Knowledge sharing

- Consolidate and sustain networks to drive collaboration and disseminate best practice improvement

Capability building

- Ongoing programs to support sector capability for innovation and improvement, including coaching, development of organisational innovation and improvement plans, and leadership development programs for teams and individuals

KPIs

Outputs

- Percentage of projects delivered on time
- Percentage of projects demonstrating impact on patient experience, quality & safety, or access.
- Participation rate in capability programs
- Sector engagement via website use and events

Outcomes

- Establish baseline data for capability score (Health ICQ (independent))
- Establish baseline data for focus area performance (*ED patients treated/admitted in 4hrs, outpatient waiting times, cost, Q&S focus area (including PROMS) – tbc by Safer Care Victoria*)

Outputs

- Sector and DHHS partner experience survey results
- Percentage of projects scaled
- Percentage of projects sustained
- Participation spread and rate in capability programs, participant feedback
- Sector engagement via website use and events

Outcomes

- Improved Health ICQ score
- Tracking benefits in key access measures for focus area projects

Outputs

- Sector and DHHS partner experience survey results
- Percentage of projects scaled and sustained
- Participation spread and rate in capability programs, participant feedback
- Sector engagement via website use and events

Outcomes

- Improved Health ICQ score
- Tracking benefits in key access measures for projects
- Year 3 - demonstrated aggregate benefit in key access measures (*ED patients treated/admitted in 4hrs, outpatient waiting times, cost, Q&S focus area (including PROMS) – tbc Safer Care Victoria*)