



2022-23
**ANNUAL
PLAN**

AUGUST 2022

SCV
Safer Care
Victoria

CONTENTS

Acronyms used in this report

CCOPMM	Consultative Council on Obstetric and Paediatric Morbidity and Mortality
RCA2	Root Cause Analysis and Action
SCV	Safer Care Victoria
VPCC	Victorian Perioperative Consultative Council

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Acknowledgement of Country

Our office is based on the land of the Traditional Owners, the Wurundjeri people of the Kulin Nation. We acknowledge and pay respect to their history, culture, and Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

For this land always was, and always will be, Aboriginal Land.

FOREWORD

Outstanding healthcare for all Victorians. Always.

I am pleased to present the Safer Care Victoria 2022-23 Annual Plan which takes us on the final stage of our strategic journey to improve healthcare in Victoria and ensure it is safer, more effective, and person-centered.

This year's plan reflects the needs of the Victorian healthcare system, its health services, clinicians, and consumers. This year we are refining our focus on two key areas: Safety and Improvement. We arrived at these priorities through deep engagement with people and organisations involved with quality and safety, both locally and internationally.

They made it clear that if we are to achieve our vision, we need the knowledge, experience, and expertise to:

- enable frontline staff and consumers to make service changes that improve quality and safety
- establish quality and safety as key health sector priorities
- influence change and improvements in planning and action at the system level.

To achieve this, we must ensure consumers are represented and empowered to be part of the solution. This means consumers are present when decisions are made, they help co-design our work and we encourage conversations at the point of care about 'what matters to you?' as the consumer.

Our Strategic Plan 2020-2023 lays the foundations for our work and identifies four domains: Leadership, Partnership and planning, Monitoring (which will form our safety agenda), and Improvement which clearly speaks for itself.

Our expert staff will use their knowledge and expertise from across these domains to understand the safety of the Victorian healthcare system and to inform our improvement program, which in turn makes the system safer. This continuous cycle of connection between safety and improvement will be a strong and clear direction for SCV this year.

Another important focus for us is healthcare worker wellbeing. We recognize that healthcare workers continue to experience the impact of coronavirus (COVID-19) both professionally and personally. To contribute to the state's recovery, we are wholeheartedly committed to continuing our support of workforce mental health and wellbeing through the Healthcare Worker Wellbeing program.

Finally, I would like to thank in advance all clinicians, consumers and health services who will work with us this coming year. Your continued enthusiasm to participate in our initiatives is a testament to your commitment to ensuring every Victorian has access to safe, high quality health care.

I am optimistic about the year ahead and the strides we can make towards achieving Outstanding healthcare for Victorians. Always.

Thank you,

Professor Mike Roberts

Chief Executive Officer

ABOUT US

Safer Care Victoria (SCV) is the state's healthcare quality and safety agency. We improve healthcare across Victoria so it is safer, more effective and person-centred.

Our vision

Outstanding healthcare for all Victorians. Always.

Our values

- Challenge the norm
- One team
- Accept nothing less than excellence
- Bring your whole self
- Tell it like it is

What we do:



Search for improvement opportunities

- Working with clinicians to develop best practice clinical guidance and resources that are proven to minimise patient harm
- Spearheading targeted projects to improve patient outcomes and experiences, and spreading success across the state
- Promoting best practice improvement methods



Respond to safety concerns

- Supporting health services to review adverse patient safety events
- Conducting broad reviews into systemic issues
- Supporting independent review of deaths, including mothers, babies, and children; surgical and anaesthesia-related; and voluntary assisted dying



Monitor healthcare performance

- Analysing health service data
- Alerting health services to system and patient safety issues



Amplify the consumer voice

- Leading consumer engagement and participation in healthcare

Why we are here

In 2016, it was recognised that Victoria needed a new approach to improve the quality and safety of healthcare. SCV was established in 2017 and we take a determinedly fresh and independent-minded approach to helping health services improve. Our range of programs and projects may seem incredibly broad, but they all have the same goal – to support health services to get better and to help keep Victorians safe.

OUR STRATEGIC PLAN 2020-23

Our 2022-23 Annual Plan is the final step to achieve the ambitions set out in our [Strategic Plan 2020-23](#), a summary is found over the page. This plan has guided a range of improvements across the Victorian healthcare system for consumers, clinicians, and health services. It has also helped to steer our activity as we rode the waves of the COVID-19 pandemic. Our range of corporate reports highlight what has been achieved and are found on our website at www.safercare.vic.gov.au/publications

Now, we are reviewing the lessons learned over the past three years and starting to build the plan for our next three years.

Beyond 2022-23

This year is one of transition for SCV, as we refine our focus on safety and improvement to deliver Victoria's key quality and safety programs at scale and pace. The worker wellbeing program will evolve to support a well, resilient, and rejuvenated workforce delivering quality care.

Our 2023-26 Strategic Plan will ensure we:

- enable frontline staff and consumers to make service changes that improve quality and safety
- establish quality and safety as key health sector priorities
- influence change and improvements in planning and action at the system level

STRATEGIC PLAN 2020-23 – SUMMARY

To improve healthcare across Victoria so it is safer, more effective and person-centred by 30 June 2023

	LEADERSHIP	PARTNERSHIP & PLANNING	MONITORING	IMPROVEMENT
AMBITION	<ul style="list-style-type: none"> • Partner with leaders to improve quality and safety • Build leadership capability at all levels of the health system • Promote and support the strengthening of organisational cultures in our response functions 	<ul style="list-style-type: none"> • Be a trusted partner in quality and safety • Engage purposefully to achieve improved care • Apply a whole of SCV approach or consistency 	<ul style="list-style-type: none"> • Transform how we collect, monitor, integrate, analyse and share data and information • Identify and learn from variation • Be both proactive and responsive to system and service vulnerabilities 	<ul style="list-style-type: none"> • Lead major improvement programs • Build knowledge and skills to deliver quality improvement • Advise and coach teams and individuals to design and deliver improvement
STRATEGIC DRIVERS	<ul style="list-style-type: none"> • System-wide learning and sharing of leadership excellence • Opportunities to strengthen leadership and clinical governance • Culture as an important part of our safety response 	<ul style="list-style-type: none"> • Use insights from our partners, together with system data, to prioritise and deliver our work • Develop core quality and safety building blocks • Share the impact and lessons from our work 	<ul style="list-style-type: none"> • Inform the design of infrastructure that is needed for accessible quality and safety information • Monitor system information • Ensure responses to system insights are consistent, supportive and appropriately tailored 	<ul style="list-style-type: none"> • Drive targeted improvement initiatives with measurable outcomes • Build a network of improvement experts • Provide improvement science resources and advice to influence a culture of improvement
MEASURES	<ul style="list-style-type: none"> • Satisfaction indicators from those we engage • Outcomes of clinical governance and leadership training • People Matter survey results (cultural domains) • Victorian health experience survey 	<ul style="list-style-type: none"> • Satisfaction indicators from those we engage • Reach and range of those who partner with us • Quality and outcomes of our improvement initiatives • Use of our guidance and resources 	<ul style="list-style-type: none"> • Utility and accessibility of our information • Satisfaction indicators from those we engage • Ability to monitor our improvement initiatives against quality and safety risks 	<ul style="list-style-type: none"> • Outcomes of improvement initiatives • Satisfaction indicators from those we engage • Reach of our SCV faculty, improvement coaches and advisers • Use and accessibility of our MEASURES improvement resources

OPERATING CONTEXT

New CEO

Professor Mike Roberts commenced as SCV's CEO in August 2021. He has provided a fresh and timely perspective to help improve the quality and safety of a healthcare system that continues to manage the impact of COVID-19.

Mike is committed to improving the internal infrastructure and capability within the health system and at each health service. This will support health services to undertake their own safety and improvement work. It means that whatever the statewide, national, or local issue is, there are mechanisms to help implement change. This is a great opportunity to make a real impact by narrowing our focus to key priority areas. Over time, the focus can be adapted to the needs of the sector as a sustainable system of improvement.

COVID-19

We continue to recover, learn from, and adapt to the COVID-19 pandemic.

An important lesson from our experience to date has been to deliberately contribute our unique knowledge and expertise to the states' COVID-19 response. For example, we set up the COVID-19+ pathways learning network, which has enabled healthcare workers, leaders, and consumers to share experiences, and support them in providing care to people with COVID-19 in their homes. It is an important way to share knowledge and resources between Victorian health services during a pandemic.

Department of Health

SCV is an administrative office of the Department of Health (department) established under Section 11 of the Public Administration Act 2004.

Administrative offices are public service bodies that are distinct from departments but have a reporting relationship to the departmental Secretary.

Our separation from the department allows us to be forthright in our approach to leading change and improving the quality and safety of our health system.

While we perform our functions independently of the department we do collaborate on areas of shared interest and consult to support good decision-making.

Royal commission into Victoria's mental health system

We are responsible for implementing several recommendations of the 2021 Royal Commission inquiry into Victoria's Mental Health System.

It is an honour to be involved in this vital work, which in 2022-23 includes:

- reducing restrictive interventions towards the goal of elimination in 10 years
- reducing compulsory treatment
- preventing gender-based violence
- preventing suicides in mental healthcare settings
- continued work by the Chief Mental Health Nurse on quality improvement priorities.

Funded programs

We have been successful in gaining funding for new programs. This work reflects a significant portion of our efforts in 2022-23.

100,000 Lives

100,000 Lives is a five-year program to reduce harm and improve health outcomes.

Through small and large-scale improvement projects, we're partnering with health services, consumers, and experts to identify specific problems and risks in healthcare. Then we test, learn and fine tune improvements that can be rolled out across the sector. For the first time, we're tracking our progress by using the most important measure of all: Victorian lives; 100,000 of them.

Read more about 100,000 Lives www.safercare.vic.gov.au/100000lives/projects

Healthcare worker wellbeing

The Healthcare worker wellbeing centre is the first of its kind in Australia. It provides support for all who work in clinical and non-clinical roles in:

- health services
- community health
- aged care
- primary care.

The centre is not a physical location. It is a place where healthcare workers can come anytime, from anywhere to find support and resources.

Led by our Chief Clinical Officers, the centre was established in February 2021 as part of the Victorian Government's \$9.8 million healthcare worker wellbeing package.

Explore the Healthcare worker wellbeing centre: www.safercare.vic.gov.au/support-training/healthcare-worker-wellbeing

Mental health improvement program

Our mental health improvement program will improve mental healthcare in Victorian publicly funded mental health and wellbeing services. They will be safer, and more effective, appropriate, and connected.

Quality improvement programs will be co-designed in partnership with:

- consumers, carers, families, and supporters
- the mental health and wellbeing workforce
- leaders in mental health and wellbeing.

We are working closely with the department, including the Office of the Chief Psychiatrist, to roll out new quality and safety architecture. When established, we will also work closely with the Mental Health and Wellbeing Commission.

OPERATING CONTEXT CONT.

Supporting the independent review of harm and death and the oversight of voluntary assisted dying

We provide secretariat support to three ministerially appointed boards and councils that report on highly specialised areas of healthcare.

These boards and councils collect, analyse and report data on:

- mortality and morbidity cases
- voluntary assisted dying.

They also provide advice and recommendations for research, quality and safety improvements and policy development.

Consultative Council on Obstetric and Paediatric Mortality and Morbidity (CCOPMM)

This council provides advice to the Minister for Health and the department on obstetric and paediatric issues in Victoria.

CCOPMM's functions are outlined in the [Public Health and Wellbeing Act 2008](#), and includes to:

- investigate the incidence and causes of maternal deaths, stillbirths and the deaths of children aged under 18 years
- investigate the incidence and causes of obstetric and paediatric morbidity
- collect perinatal data to provide information about perinatal health (including birth defects and disabilities)
- undertake additional functions as specified in s.46 of the Act.

CCOPMM publishes two annual reports

- Victoria's Mothers, Babies and Children
- Congenital anomalies in Victoria.

Find out more about CCOPMM:

www.safercare.vic.gov.au/about/ccopmm

Victorian Perioperative Consultative Council (VPCC)

Established in 2019, this council reviews care and outcomes, before, during and after surgery in Victoria.

The council replaced two independent councils which, reviewed mortality and morbidity cases:

- Victorian Surgical Consultative Council
- Victorian Consultative Council on Anaesthetic Mortality and Morbidity.

Established under the Public Health and Wellbeing Act 2008 the VPCC provides greater oversight of perioperative care and outcomes. This includes standards and processes for morbidity, mortality, and clinical governance reporting.

Find out more about the VPCC:

www.safercare.vic.gov.au/about/vpcc

Voluntary Assisted Dying Review Board

Established in 2018, the Voluntary Assisted Dying Review Board (the board) oversees the safe operation of the [Voluntary Assisted Dying Act 2017](#) (Act).

The board monitors and reports on all activity under the Act to make sure it complies with the law.

They retrospectively review withdrawn and completed cases. They also get feedback from the nominated contact person and medical practitioners involved in supporting applicants. In time, this feedback will inform changes or improvements to the legislation and research.

The board reports to parliament annually.

Find out more about the Voluntary Assisted Dying Review Board:

www.safercare.vic.gov.au/about/vadrb



WHAT WE'RE DOING THIS YEAR: SAFETY

Our safety agenda encompasses three domains:

1. Leadership
2. Partnership and planning
3. Monitoring

Leadership

Our ambition for Leadership is to:

- partner with leaders to improve quality and safety
- build leadership capability at all levels of the health system
- strengthen organisational cultures in our response functions.

WHAT WE WILL DO

WHEN WE WILL DO IT



Partnering with leaders to improve quality and safety

- Support a COVID response that reflects the impact on the healthcare workforce

Jun 2023



Opportunities to strengthen leadership and clinical governance

We will implement the Quality and Safety Bill (Duty of Candour), including:

- rolling out supporting documents
- communicating the changes to health services

Nov 2022

We will deliver guidance, systems, and processes to the maternal and child health sector to improve:

- safety
- efficiencies
- review and reporting processes

Jun 2023

We will use the reach and engagement provided by our Clinical Chiefs to nurture and grow our clinical leaders

Jun 2023

We will deliver a bespoke clinical governance leadership program to Boards and Executives to improve capacity within three health services

Dec 2023

We will build capability of new Board members by delivering up to 10 clinical governance induction training sessions

Dec 2023



WHAT WE'RE DOING THIS YEAR: SAFETY CONT.

Partnership and planning

Our ambition for Partnership and planning is to:

- be a trusted partner in quality and safety
- engage purposefully to achieve improved care
- apply a whole of SCV approach for consistency.



WHAT WE WILL DO	WHEN WE WILL DO IT
Use insights from our partners, together with system data, to prioritise and deliver our work	
We will convene our Consumer Caucus to strengthen consumer partnerships, and support, inform, and lead projects	Dec 2022
We will build, pilot, and scale effective strategies to adopt the Partnering in Healthcare Framework across SCV, the department and the health sector	Jun 2023
We will put our academic partnership strategy into practice to create insights and data. This includes partnering with academic institutions on 10 research projects in: <ul style="list-style-type: none"> • cardiovascular health • CCOPMM recommendations over the past decade (2010-2020) • Healthcare worker wellbeing centre research • mental health 	Jun 2023
We will set up the Maternity and Newborn Learning Network to improve operational, clinical, and workforce outcomes	Dec 2022
We will set up the Cardiovascular Disease Learning Network to improve operational, clinical, and workforce outcomes	Dec 2022
We will set up the Perioperative Learning Network to improve operational, clinical, and workforce outcomes	Dec 2022
We will set up the Mental Health Learning Network to improve operational, clinical, and workforce outcomes	Dec 2022
We will set up the Acute and Continuing Care Learning Network to improve operational, clinical, and workforce outcomes	Jun 2023



WHAT WE WILL DO

WHEN WE WILL DO IT


Develop core quality and safety building blocks

We will develop and share venous thromboembolism prophylaxis guidance for adult hospitalised patients in response to a Coroner's request	Sep 2022
We will implement the Mental Health Intensive Care Framework	Nov 2022
We will deliver recommendation 55 of the Royal Commission into Victoria's Mental Health System by working with the Mental Health Division to set targets to reduce compulsory treatment	Dec 2022
We will design and roll out a new case review methodology with CCOPMM and Victorian health services. This will include: <ul style="list-style-type: none"> • a new case review tool • contributing factors framework • re-designed data request templates 	Dec 2022
We will review and document the Voluntary Assisted Dying application process to help support compliance with the Voluntary Assisted Dying Act (2017)	Dec 2022
We will build health sector skill and capability to lead change and improve healthcare quality and patient safety	Jun 2023
We will do this through tailored learning programs delivered in clinical, safety and improvement fellowships	
We will improve the Patient Safety Review Framework to make sure the way we measure the impact of safety systems reviews helps us continuously improve Victorian Health services	Jun 2023



WHAT WE'RE DOING THIS YEAR: SAFETY CONT.




Partnership and planning cont.

WHAT WE WILL DO	WHEN WE WILL DO IT
We will develop an adverse event training package for consumers and health services on: <ul style="list-style-type: none"> • fundamentals of adverse event review training • root cause analysis and action (RCA2) • AcciMap • Just culture 	Jun 2023
We will develop a range of specific adverse event review tools to support health services to: <ul style="list-style-type: none"> • review specific events • complete in-depth case reviews for events other than sentinel events 	Jun 2023
 Share the impact and lessons of our information and work	
We will engage with stakeholders internally and externally to improve and support governance arrangements for nursing and midwifery	Jun 2023

Monitoring

Our ambition for Monitoring is to:

- transform how we collect, monitor, integrate, analyse, and share data and information
- identify and learn from variation
- be proactive and responsive to system and service vulnerabilities.

WHAT WE WILL DO	WHEN WE WILL DO IT
 Inform the design of infrastructure that is needed for accessible quality and safety information	
We will embed the Equally Well Framework - Physical Health in mental health, specifically around cardiac monitoring	Jun 2023
 Actively monitor system information	
We will further develop a catalogue of quality and safety signal measures to support our work and to commence development and reporting in line with agreed priorities	Dec 2022
We will facilitate outlier reviews of health services to address unwarranted variation and improve equity of outcomes across Victorian health services	Jun 2023
 Ensure our responses to system insights are consistent, supportive, and appropriately tailored	
We will develop a minimum data set for reporting complaints in collaboration with the Victorian Agency of Health Information	Jun 2023



WHAT WE'RE DOING THIS YEAR: IMPROVEMENT

Our improvement agenda has an ambition to:

- lead major improvement programs
- build knowledge and skills to deliver quality improvement
- advise and coach teams and individuals to design and deliver improvement

Additionally, SCV will expand our efforts to include and actively address structural and systemic issues which disproportionately effect Aboriginal people in our improvement work. We will do this by working in partnership with Aboriginal communities to improve cultural safety in care delivery to create better outcomes.

WHAT WE WILL DO

WHEN WE WILL DO IT



Drive targeted improvement initiatives that achieve measurable and sustainable outcomes

100,000 Lives - Cardiovascular projects[^]

Jun 2023

We will:

- reduce unplanned readmissions for cardiac conditions in Victorian public hospitals by 20 per cent
- co-design and test a service delivery model to reduce readmissions for heart failure by 20 per cent and improve discharge support
- pilot a digital cardiac rehabilitation platform (Cardihab) in 5 regional health services
- establish 5 rapid access atrial fibrillation clinics in regional health services to improve access to timely evidenced-based care
- help more people with heart failure to stay well and stay home
- expand stroke support centres across 5 regional areas by partnering with the Stroke Association of Victoria. This will help stroke survivors regain function and return to work

100,000 Lives - Patient flow projects[^]

Jun 2023

We will streamline a model of care that provides virtual specialist cardiac support to 10 rural and regional urgent care centres

This will help them manage and triage patients who present with chest pain or other symptoms suggestive of a heart attack

100,000 Lives - Older people projects[^]

Jun 2023

We will implement the '4Ms' framework (What **M**atters, **M**edication, **M**ind and **M**obility) to create age-friendly health services in Victoria and improve outcomes and experiences for older people



WHAT WE WILL DO

WHEN WE WILL DO IT

Share the impact and lessons of our information and work

Mental health improvement projects

We will:

- improve sexual safety within mental health inpatient settings
- reduce restrictive practices in mental health inpatient units
- act to prevent suicides and suicide attempts within Victorian mental health inpatient units

Dec 2022
-Jun 2023

Wellbeing for healthcare workers initiative

We will improve the wellbeing of Victorian healthcare workers in teams that participate in our programs through What Matters to You? conversations

Jun 2023

100,000 Lives - Medicines projects[^]

We will:

- reduce how many children receive unnecessary antibiotics
- make sure people have access to the most appropriate antibiotics by de-labelling those with low-risk penicillin allergies

Aug 2023*

100,000 Lives - Women's health projects[^]

We will:

- reduce the number of hospitalisations for hysterectomies by 250 in Victoria
- improve care for women experiencing heavy menstrual bleeding

Oct 2023*

100,000 Lives - Maternity projects[^]



We will:

- reduce harm caused by primary post-partum haemorrhage of over 1500ml, at participating sites by 50 per cent
- improve the health of women and babies by reducing the rate of preterm and early term births

Apr-Dec
2023*



WHAT WE'RE DOING THIS YEAR: IMPROVEMENT CONT.

WHAT WE WILL DO	WHEN WE WILL DO IT
<p>100,000 Lives - Long term condition projects[^]</p> <p>We will:</p> <ul style="list-style-type: none"> • reduce the number of hospitalisations due to asthma • help patients to manage their chronic obstructive pulmonary disease • improve care and reduce hospital admissions for people living with diabetes 	Dec 2023*
<p> Build a network of improvement experts</p> <p>We will develop and roll out a train the trainer model for co-design and consumer engagement</p> <p>This will help integrate co-design knowledge, and skills and strategies in improvement science methodology across SCV and externally</p>	Jun 2023
<p>We will run SCV improvement training sessions to build the knowledge and skill of people to deliver effective healthcare improvement work, including clinicians, consumers and our workforce</p>	Jun 2023
<p> Provide improvement science resources and advice to influence a culture of improvement</p> <p>We will develop and implement an innovation stream to support improvement work and harness innovative ideas generated by frontline healthcare workers and consumers</p>	Jun 2023

* Note: These projects will run throughout 2022-23 and are due to finish in 2023-24

[^] Note: For up-to-date progress on these projects, please visit the 100,000 Lives website: www.safercare.vic.gov.au/100000lives/projects



