



# Colac Area Health

## Business and Quality Improvement Plan 2019-22

### **Colac Area Health Board commitment to continuous improvement'**

The Board is committed to continuous improvement of service quality, safety and care.

Continuous improvement involves everyone.

Everyone's continuous efforts to improve practices, strengthen systems and reflect on processes that are in place.

The beginning steps in an evolving process of continuous improvement begins with an improvement plan.

## Board Philosophy:

The Board of Directors will establish strategic directions and intent that underpin the organisation's philosophy through provision of strategic leadership that sets direction, oversees organizational performance, and ensures overall accountability.

### Board Operating Philosophy

The Board of Directors represents the Colac Otway - Corangamite community.

It is the legally constituted authority responsible directly to funders and the community for prudent oversight of the Colac Area Health's operations.

It is responsible for the articulation and progress of the organisation's mission.

The Board will set long term strategy and direction by focussing on strategic leadership and not administrative detail or operational matters.

The Board respects the distinction between Board and Executive staff and in a spirit of collegiality and partnership supports the authority of the Chief Executive to maintain lines of accountability.

### Board Operating Philosophy Procedure

#### ***In the spirit the Board Operating Philosophy the Board will:***

Direct and inspire: Colac Area Health through careful deliberation and establishment of strategic directions and intent

Monitor: the operations of Colac Area Health to determine that Board objectives and goals outlined in the strategic plan are progressed

Review and regularly discuss: the Board's own processes, progress and performance

Provide Directors: with the knowledge necessary to fulfil their responsibilities for good governance of the health service

Ensure: that all business of Colac Area Health is conducted in a transparent, legal and ethical manner

Conduct: its business in accordance with the principles of fair play and due legal process

Conduct: its affairs with behaviours that invite debate needed to govern with excellence by not straying from the principles of good governance.

## What we said we would do

*A summary of what has been achieved from the 2016-18 Board Quality Plan*

## What we said we would do

### Bringing Services Closer to Home Priority 1

*Making access to specialist advice easy*

#### Strategic Intent

“We will seek to improve access to services locally for our communities”

#### Pillar: - Our Services

#### What we did do:

Activity	Outcome
<p>We said we would:</p> <p>Continuing the theme commenced under the Long Road Strategy the strive to commence the following specialist clinics at Colac Area Health:</p> <ul style="list-style-type: none"><li>a. Cardiology</li><li>b. Nephrology</li><li>c. Renal</li><li>d. Surgical Outpatients</li><li>e. Vascular</li></ul>	<p>We introduced:</p> <ul style="list-style-type: none"><li>✓ Cardiology</li><li>✓ Surgical Outpatients</li><li>✓ Pre-Anaesthetic Clinic</li></ul> <p>Committed to introduce Nephrology during 2019/20</p>
<p>We said we would:</p> <p>Design a “Single Intake System for Community Services” to improve the journey of clients through the Community Services system.</p>	<p>We introduced:</p> <ul style="list-style-type: none"><li>✓ A single Intake system has been introduced for Community Care</li></ul>

<p>We also said we would:</p> <ol style="list-style-type: none"> <li>1. Initiate a recruitment project to attract specialists across medical and community services</li> <li>2. Relationship building project strengthening relations with Barwon Health <ol style="list-style-type: none"> <li>a. Perioperative Services Partnership</li> <li>b. Regional infrastructure and services improvements such as Regional Pharmacy Model</li> </ol> </li> <li>3. Expand where possible registrar rotations through Colac Area Health: <ol style="list-style-type: none"> <li>a. Urgent Care</li> <li>b. Acute Ward</li> <li>c. Outpatients and Surgical</li> </ol> </li> <li>4. Expand and Strengthen services to Women and Children experiencing Family Violence</li> <li>5. Introduce a community based medication safety review service</li> <li>6. Introduce Montessori model of care for ADAP</li> </ol>	<p>We:</p> <ul style="list-style-type: none"> <li>✓ Recruited specialists – surgery, community care specialists</li> <li>✓ Continued to build a relationship with Barwon Health particularly in visiting specialists and strengthened existing arrangements</li> <li>✓ Engaged with Barwon Health on joint arrangements for radiology, pathology and pharmacy</li> <li>✓ Introduced a full public medical model for Urgent Care and the Ward</li> <li>✓ Emergency Registrar rotation in place – position was accredited by the ACEM</li> <li>✓ Established an Orange Door Operational Centre and introduced service changes in line with state-wide system</li> <li>✓ As part of the region wide medication safety initiate introduce community pharmacy review</li> <li>✓ Uniting Age Well Dementia-friendly social support – checklist was developed utilising the Montessori Principles applied at ADAP along with outcomes and Quality Improvement activities</li> </ul>
--	--

## Making our hospital services more sustainable - Priority 2 - Strengthening public medicine capacity

### **Pillar: - Our Services**

#### What we did do:

Activity	Outcome
<p>We said we would:</p> <ol style="list-style-type: none"><li>1. To articulate and implement a contemporary public medicine model that promotes access and availability to specialist clinics and public medical services over the next 3-5 years</li><li>2. Establish and over time expand Outpatient Clinics to accommodate visiting specialists</li><li>3. Establish a public ante natal clinic on site and Breast Feeding Day Stay Clinic</li></ol>	<p>We introduced:</p> <ul style="list-style-type: none"><li>✓ Built a public medical model in partnership that improves access to public medicine and introduced the model on 5 February 2018; we continued to expand specialist clinics</li><li>✓ Facilities have been improved to provide additional facilities; a model for an Outpatients Department is currently being assembled</li><li>✓ Public ante-natal clinic and recruited a lactation consultant as the first stage of the Breast Feeding Day Stay Clinic initiative</li></ul>

## In pursuit of Excellence - Priority 3 – Organisational standing

### Pillar: - Our Services

**“Let’s move together from Rural to Regional; from Follower to Leader”**

#### What we did do:

Activity	Outcome
<p>We said we would:</p> <ol style="list-style-type: none"> <li>1. To make the Polwarth Partnership a robust arrangement with an annual initiative to progress                             <ol style="list-style-type: none"> <li>a. Appointment of a District Director Medical Administration</li> </ol> </li> <li>2. Accreditation: to meet requirements of all accreditation requirements</li> <li>3. To be known as a Child Safe Organisation</li> <li>4. Lead the local implementation of the Family Violence strategic plan</li> <li>5. Establish a Research Group for the organisation</li> <li>6. To partner with Deakin University in the Obesity Prevention Project</li> <li>7. To lead the Colac Otway Child and Family Services alliance in implementing the catchment plan with a focus on service development for our indigenous population and women and children experiencing family violence</li> <li>8. Review our Allied Health outreach services to our rural partner organisations</li> </ol>	<p>We:</p> <ul style="list-style-type: none"> <li>✓ Appointed a District Director Medical Administration</li> <li>✓ Met all required accreditation requirements</li> <li>✓ Invested considerable effort in promoting Child Safe Standards; The Board published a Commitment Statement to be a Child Safe Organisation</li> <li>✓ Took a lead role in implementing the Family Violence Strategic Plan and the Orange Door initiative</li> <li>✗ Were not able to establish a research Group however there is now an Operational Committee that considers research opportunities and proposals</li> <li>✓ Actively engaged in the Obesity Prevention Project</li> <li>✓ Led the implementation of the Colac Otway Child and Family Services alliance catchment plan with a focus on our indigenous population and women and children experiencing family violence</li> <li>✓ Finalised a review into the effectiveness of Allied Health outreach services to our rural partner organisations</li> </ul>

## Our Perfect Workplace - Priority 4 – Provision of safe inclusive and contemporary facilities

### Pillar: - Our Infrastructure

#### What we did do:

Activity	Outcome
<p>We said we would:</p> <ol style="list-style-type: none"><li data-bbox="253 507 1099 600">1. To develop a blueprint for Colac Area Health that embraces a dynamic and expanding future role and promotes versatility in facilities use</li><li data-bbox="253 667 1048 727">2. To progress planning for an Early Years Centre at Colac Area Health</li><li data-bbox="253 810 965 842">3. To provide better facilities for visiting consultants</li></ol>	<p>We:</p> <ul style="list-style-type: none"><li data-bbox="1176 507 1989 632">✗ Were not able to finalise a blueprint for the organisation however there has been significant progress made in arguing the case to have a fabric survey undertaken and an upgrade of Urgent care considered</li><li data-bbox="1176 639 1944 764">✗ Were not able to progress an Early Years Centre for Children and Families as planned; the appointment of paediatricians has occurred which provides a level of support</li><li data-bbox="1176 772 1973 896">✓ Completed the redevelopment of Polwarth House Phase 1 that provided additional consulting rooms and treatment room for visiting clinicians and for Reception staff</li></ul>



## A Talented Workforce - Priority 5 – Retaining talent – past and future

### Pillar: - Our People

#### What we did do:

Activity	Outcome
<p>We said we would:</p> <ol style="list-style-type: none"> <li>1. Redesign the Orientation Program for staff commencing their careers with Colac Area Health</li> <li>2. Provide opportunities for staff to advance their skills and ensure contemporary practices</li> <li>3. To evaluate and expand the clinical practice leader role in the Family and Community Programs team</li> <li>4. Be recognised for developing and supporting modern leadership and clinical leadership across the organisation and within the community. Implement a leadership program for our leaders of the future</li> <li>5. Promote research opportunities for staff employed by Colac Area Health</li> <li>6. Promote rural practice and rural oriented workforce through our clinical and graduate placements.</li> </ol>	<p>We:</p> <ul style="list-style-type: none"> <li>✓ Redesigned the Orientation Program and have trialled the new process; a review of the trial will guide the future format</li> <li>✓ Supported staff to advance their skills through skills education sessions specific to clinical areas such as Maternity, Aged Care, Basic and Advanced Life Support sessions</li> <li>✓ Completed the evaluation of the clinical practice leader role in the Family and Community Programs and made an additional appointment of a Manager of Community Strengthening to better manage the volume and complexity</li> <li>✓ Introduced the Proteus Leadership Program and trialled the SCV Leadership Program</li> <li>✗ Were not able to establish a proactive research approach however there is one staff member who is now a jointly funded Research Fellow with Deakin</li> <li>✓ Provided clinical placement opportunities for 200+ students each year and will have 12 graduates in 2020</li> </ul>

## An Intelligent Organisation - Priority 6 – Being well informed

### Pillar: - Our People

#### What we did do:

Activity	Outcome
<p>We said we would:</p> <ol style="list-style-type: none"> <li>1. Implement a rostering system across Colac Area Health</li> <li>2. Develop an Executive Management Information System with integrated measures across performance, revenue management and service management domains</li> <li>3. Reduce the number of systems in use across Colac Area Health by consolidating modules into a smaller number of products such as RiskMan</li> <li>4. Complete the introduction of an integrated health record capable of accommodating the broad range of services provided</li> </ol>	<p>We:</p> <ul style="list-style-type: none"> <li>✗ Were not able to introduce a rostering system organisation-wide; the recruitment of a Roster Manager is currently under consideration</li> <li>✗ Partially developed an Executive Management System that provides an Activity Overview and Financial Performance overview organisation-wide</li> <li>✓ Were able to reduce the number of systems that relied upon Excel Spreadsheets by the introduction of CAMMS</li> <li>✓ Have commenced the introduction of an integrated health record that accommodates the majority of activities where applied; recent additions of CAN Text and Pathology tests.</li> </ul>


## A Responsive Organisation - Priority 7 – Partner with our Consumers

### Pillar: - Our Community

#### What we did do:


Activity	Outcome
<p>We said we would:</p> <ol style="list-style-type: none"> <li>1. Independence Strategy - Introduce Independent membership to all governance and operational committees</li> <li>2. Engagement Triangle - Work with the Community Advisory Committee to develop a sound community advice mechanism for the Board based on the "Engagement Triangle"</li> <li>3. Refining our communication - to promote better understanding of health and health care by our community</li> <li>4. One on One - Undertake consultations with affected consumers suffering from mental health conditions or the effects of addictions</li> <li>5. Share - Promote a Polwarth District Community Advisory Committees Forum for health services to share successes</li> </ol>	<p>The Board:</p> <ul style="list-style-type: none"> <li>✓ Developed and introduced an "Independent Members" strategy for the Board and Committees</li> <li>✓ Supported the Community Advisory Committee is developing a community engagement strategy that culminated in the "Tea for Ten" approach to gaining advice and feedback</li> <li>✓ Establish a Key Facts page on the organisation's website, promoted digital signage throughout the organisation and participated in MIXX FM media segments</li> <li>✓ Conducted One on One sessions with consumers suffering from mental health conditions however was not able to take system or service actions to address the service shortcomings</li> <li>✓ Conducted a District wide Community Advisory Committees Forum for health services to share successes.</li> </ul>

# **Board Quality Plan for 2019-2020**



The Board's Quality Plan:

- Provides guidance on the service's priorities for continuous improvement and activities that fit with Board strategic intent
- Monitors our progress on what we said we would do



The Board's Overall  
Priority Objectives



Priority 1 – Making access to public specialist advice easy

Priority 2 - Strengthening public medicine capacity

Priority 3 – Organisational standing (accreditation, quality improvements and research)

Priority 4 – Provision of safe inclusive and contemporary facilities

Priority 5 – Retaining talent – past and future

Priority 6 – Being well informed

Priority 7- Partner with our consumers

All quality activities and initiatives across the organisation will be aligned to these priorities.

<i>Std</i>	<i>Pillar</i>	<i>Action</i>	<i>Responsibilitiy</i>	<i>By When</i>
2	<b><u>Our services</u></b>	To publish a First Nations People Commitment Statement and service plan	Board	June 2019
1		Participate in the Locality Planning Exercise sponsored by the Department of Health and Human Services to improve self-sufficiency level to improve access to services	Board and Executive	June 2021
1		To continue the Ante-Natal Clinic Expansion Program to more distant communities	Director of Nursing and Clinical Care	June 2021
1		Establish and consolidate the Pre-Anaesthetic Assessment Clinic	District Director Medical Administration	June 2019
1		Establish the Polwarth Partnership Medication Safety Committee – proof of concept model	Director Pharmacy and Clinical Enterprise	June 2020
1		Continue specialist services access by introducing Nephrology Clinic	Director Pharmacy and Clinical Enterprise	June 2020
1		Introduce a Nurse Practitioner Model to Urgent Care on a trial basis and to test, review and report on the model	Director of Nursing and Clinical Care	December 2019
6		Commence a Residential Aged Care – Ambulance Victoria; Communication care project to improve communication about residents requiring urgent medical attention	District Director Medical Administration	June 2020
1		Integrate South West DoCare into Colac Area Health and develop a new social support service model	Director Community Care	December 2019
1		Complete the introduction and embed the Orange Door Family Violence Program into Colac Area Health integrated services model	Director Community Care	December 2020

		Undertake a joint project with the antenatal unit to develop a youth focussed midwifery service.	Director of Community Care	June 2020
1		Strengthen our relationships with our partner agencies to improve AoD service delivery by forming local providers group to develop local action plan	Director Community Care	June 2019
1		Increase the uptake of the priority appointments at in the Community dental program	Director Community Care	June 2020
1		Introduce new daily emergency appointment times at the community dental clinic to strengthen access to services for those experiencing significant pain.	Director Community Care	June 2019

<i>Std</i>	<i>Pillar</i>	<i>Action</i>	<i>Director</i>	<i>By When</i>
1	<b><u>Our Infrastructure</u></b>	Complete the installation and commissioning of the Solar Panels Project as part of the Green Colac Area Health Board Strategy	Director of Finance and Business Services	December 2019
3		Complete the installation and commissioning of the new sterilizers for Perioperative services to meet AS4187	Director of Finance and Business Services	March 2019
1		Install an organisation-wide Early Warning System for safety	Director of Finance and Business Services	July 2019
1		Participate in the completion of the Department of Health and Human Services Locality Planning process to ensure future service developments match communities needs	Board and Executive	June 2021
1		Participate in the Colac Otway Shire Locality Planning process that incorporates the Health Precinct to facilitate future developments	Board and Executive	June 2021
1		Participate in the Health and Human Services Building Authority Urgent Care facility study to make the Centre safe	Director of Nursing and Clinical Care	December 2019
1		Undertake and overall organisation facility blueprint in partnership with the Health and Human Services Building Authority	Director of Finance and Business Services	July 2021
1		Endeavour to secure commonwealth funding for improvements to Corangamarah facility	Director of Nursing and Clinical Care	March 2019



1		Review use of space at Birregurra Community Health Centre to enable expansion of services and optimise use of resources	Director Community Care	Dec 2019
1		Review use of space at the Adult Day Activity Centre and redesign to incorporate Do Care program and services and meet compliance requirements including additional parking, office and activity space	Director Community Care	Dec 2019

<i>Std</i>	<i>Pillar</i>	<i>Action</i>	<i>Director</i>	<i>By When</i>
1	<b><u>Our People</u></b>	Re-publish the Board's an Ethics and Professionalism Statement for staff	Chief Executive	June 2019
1		Publish a Board First Nations People Commitment Statement	Board	June 2019
1		Progress the proposal and seek funding to recruit a CAH Aboriginal liaison officer to strengthen and lead our organisation in the development of cultural safety and competency.	Executive	Dec 2019
1		Publish a Board Diversity Statement that seeks to make Colac Area Health a Welcoming Place for All	Board	June 2019
1		Publish a Board LGBTIQ+ Commitment Statement	Board	June 2019
1		Re-publish the Board 2019 Credentialing policy, Credentialing Guidelines and Standards to ensure all service staff are suitably qualified to provide care services	Board	June 2019
1		Participate in the SCV Leadership Program trial to build leadership capacity across the organisation	Executive	December 2019

1		Build a new model of staff appraisal under the Mercury system to automate the appraisal process and reduce complexity in the system	Director Pharmacy and Clinical Enterprise	March 2020
2		Conduct regular Board-Local Council joint strategy meetings with the first meeting scheduled for September 2019	Chief Executive	September 2019
1		Develop research skills and opportunities in Community Care through the Western Alliance research grant and fellowship projects	Director Community Care	June 2019
1		Introduce different ways to recognise and value staff and celebrate achievements, through Community Care awards, strengthening the rounding for recognition process and promoting in the broader community.	Director Community Care	June 2019
1		Promote staff secondments to and from other units in CAH to grow the staffing pool and build relationships.	Director Community Care	Dec 2019

1	<a href="#"><u>Our Money</u></a>	Address the "We have none" challenge – develop a strategy that seeks to promote the need for Colac Area Health to grow	Board	May 2020
1		Progress the Board's "From Rural to Regional" strategy to establish a resource base the addresses the low self-sufficiency levels	Executive	May 2021
1		Ensure we are well positioned to optimise opportunities to retain and increase our revenue when new funding models are introduced in the aged care disability and Family Services sectors	Director Community Care	June 2020



<i>Std</i>	<i>Pillar</i>	<i>Action</i>	<i>Director</i>	<i>By When</i>
2	<b><u>Our Community</u></b>	Improve the communication to our consumers by expanding the digital signage capacity across the organisation and use multilingual digital presentations	Director of Finance and Business Services	July 2021
2		Undertake activities under the "Partnering with Consumers in Healthcare Initiative domains of: 1. Communicating Care 2. Shared decision making.	District Director Medical Administration	December 2019
2		Support the Community Advisory Committee Expansion of Consultation Framework – Tea for Ten consultations	District Director Medical Administration	June 2020
2		Undertake a remodel of the Marketing and Media Strategy to incorporate a stronger social media presence	Executive	June 2020
2		Develop a series of videos to show case excellent consumer outcomes across Community Care Programs	Director Community Care	Dec 2019
2		Undertake a First Nations Peoples Welcome program organisation-wide with a First Nations Health Plan	District Director Medical Administration	December 2019
2		Put in place a cultural diversity response plan that accommodates the needs of: - LGBITQA+ community - CALD Community	District Director Medical Administration	March 2020

## Organisational Values:-

### Respect

To have due regard for each other's differences, choices and rights.

### Integrity

To act in an open, honest and reliable manner that promotes quality and excellence in all things we do.

### Compassion

To demonstrate empathy, care and concern for others in a nurturing, non-judgemental manner.