

Quality + Patient Safety Strategy 2018–2022

Purpose

Our Quality and Patient Safety Strategy sets out how we will meet our promise to our community to provide the best care for everyone and continuously improve patient outcomes and patient and whānau experience

We will do this by a commitment to safe, quality, evidence-based care and continuous learning

The Strategy provides a framework for our staff and participants in the provision of healthcare to guide the:

- development of quality plans
- measurement and assessment of quality
- design and implementation of continuous quality improvement

Foundation Principles

Waitemata DHB's Promise, Purpose, Priorities and Values

Our promise, purpose, priorities and values are the foundation of all we do as an organisation

Promise

Our promise is to deliver the best care for everyone. This is our promise to the Waitemata community and the standard for how our staff work together

Purpose

Our purpose defines what we strive to do and achieve. Our purpose is to:

- Promote wellness
- Prevent, cure and ameliorate ill health
- Relieve suffering of those entrusted into our care

Priorities

Our priorities are:

- Better outcomes for patients, whānau and our population
- Excellent patient experience

Values

Our values and the behaviours underlying our values describe the culture we strive for. They shape:

- The way our staff behave and interact with patients, whānau and with each other
- The way our staff plan and make decisions
- How we recruit, induct, appraise and develop staff
- How we measure and continue to improve everyone's experience

Our Quality Vision

To provide the best care to the people of Waitemata
– to be recognised as an organisation that provides safe, clinically effective care that is focused on the needs of the patient, their whānau and our community, and achieves outcomes that are among the best in the world

Our Patients' and Community Priorities

Our patients and our community have told us that they need and want the following things from us and we have built this strategy around these priorities:

- Caring and compassionate staff and services
- Clear communication and explanations about conditions and treatment
- Effective partnership between clinicians, patients, whānau and others
- A clean and safe care environment
- Clinical excellence

Our Quality Aims

Safe Care

1

- No avoidable injury or harm to people receiving healthcare
- Care is provided in an appropriate, clean and safe environment at all times

Effective Care

2

- The most appropriate treatments and services provided at the right time to everyone who will benefit
- Wasteful or harmful variation is eliminated

Person-Centred Care

3

- Mutually beneficial partnership between patients, their whānau and those providing healthcare services
- Respect for individual needs and values
- Compassion, continuity, clear communication and shared decision-making

Equity of Health Outcomes

4

- Improve equity of health outcomes, quality and value

Approach

Our approach to improving quality includes three key processes:

Measurement

We use quality indicators and data collection to measure patient care, service processes and patient and whānau outcomes and experience

Analysis

Analysis of data is used to determine how well we are doing, to quantify variation in processes and outcomes, and to identify opportunities for improvement

Improvement

Opportunities for improvement are prioritised for action and quality improvement methodologies are used to drive change

Patient Safety and Quality Measurement

Our Commitment to Transparency

Patients and their whānau deserve to be informed about the quality of their health care. At Waitemata DHB we are dedicated to sharing our performance and how we work to provide the best care for everyone

Governance

Effective governance of quality and patient safety will enable us to:

- Ensure required standards are achieved
- Ensure delivery of best practice
- Plan and drive continuous improvement

Quality governance elements:

1. Quality + Patient Safety strategy Patient Experience strategy

How we will meet our promise to our community to provide the best care for everyone, and continuously improve patient outcomes and patient and whānau experience

2. Building Capability

Development of people with skills, experience + expertise needed to lead + champion healthcare redesign + innovation

3. Quality Governance Processes + Structures

How quality and patient safety performance flows from ward to board

4. Organisational Culture

Creating an organisational culture in which excellence can flourish

Quality + Patient Safety Strategy

Quality + Patient Safety Driver Diagram

Quality + Patient Safety Programmes

1. Safe Care

2. Effective Care

3. Person-Centred Care

4. Equity of Health Outcomes

Quality + Patient Safety Measurement

Quality + Patient Safety Governance

Patient Safety Programme

Aims:

- No avoidable injury or harm to people receiving healthcare
- Care is provided in an appropriate, clean and safe environment at all times

Acute Adult

Maternity

Primary Care

Children

Mental Health

Medicines

Healthcare Associated
Infections

Acute Adult

Deteriorating Patient

Falls

Sepsis

Pressure Injury

Venous Thromboembolism
(VTE)

Safe Surgery

Frail Elderly and Fractures

Maternity

Maternal Quality + Safety
Programme

Post Partum Haemorrhage

Maternity Clinical Indicators

Perineal Tears

Maternity Services Morbidity
Review

Induction of Labour

Maternity Deteriorating
Inpatient

Primary Care

Safety in Practice (SIP) Programme

SIP General Practice Packages

- Results handling
- Medication reconciliation
- Chronic obstructive pulmonary disease (COPD)
- Warfarin management
- Disease-modifying antirheumatic drugs (DMARDs)
- Opioid management
- Non-steroidal anti-inflammatory drugs (NSAIDs)

SIP Safety Climate

SIP Community Pharmacy Packages

- Medicine reconciliation
- Opioids
- Non-steroidal anti-inflammatory drugs (NSAIDs)
- Anticoagulants – warfarin + dabagatrin

SIP Urgent Care Change Packages

- Non-steroidal anti-inflammatory drugs (NSAIDs)
- Deteriorating patient

SIP Measuring Patient Harm (Trigger Tool)

Children

Neonatal Care

- Reducing harm from:
 - mechanical ventilation
 - hypothermia
 - invasive lines
 - high-risk medicines
 - transitions of care
 - undetected deterioration

Paediatric Care

- Reducing harm from:
 - infections
 - respiratory illness
 - medicines
 - unplanned readmissions
 - undetected deterioration
- Improve child protection identification and escalation processes within acute hospitals

Mental Health

Mental Health + Addiction
Services Quality + Safety
Plan

Mental Health Improvement
Programme

Medicines

Medication Safety Strategy

Medication Safety
Self-Assessment

High Risk Medicines

Medicines Reconciliation

eMedicines Management

Opioid Safety

Acute Kidney Injury

Medicines Safety
in Primary Care

Healthcare Associated Infections

Hand Hygiene

Surgical Site Infections

Catheter Associated Urinary
Tract Infections (CAUTI)

ESBL

Central Line Infections
(CLAB)

Peripheral Line Infections

Standard Infection Control
Procedures (Care Standards
Programme)

Effective Care

Aims:

- The most appropriate treatments and services provided at the right time to everyone who will benefit
- Wasteful or harmful variation is eliminated

Care Pathways

Choosing Wisely

Clinical Excellence Metrics

New Models of Care
eg

- Outpatients
- Minimally Invasive Diagnostic Surgery (MIDAS)
- Early Supported Discharge + Rehabilitation Service (EDARS)

Patient Reported Outcome Measures (PROMS)

Person-Centred Care

Aims:

- Mutually beneficial partnership between patients, their whānau and those providing healthcare services
- Respect for individual needs and values
- Compassion, continuity, clear communication and shared decision-making

Patient Experience
Strategy + Plan

Person-Centred Design

Patient Reported Experience

Patient Reported Outcome
Measures (PROMS)

Equity

Aims:

- Improve equity of health outcomes, quality and value

Support our Māori Health Plan + Pacific Action Plan

Evidence-Based approaches

Health Partnership

Cultural Competence

Governance

Aims:

- Required standards are achieved
- Best practice is consistently applied
- Continuous learning and improvement

Quality + Patient Safety Strategy
Patient Experience Strategy

Culture

- Values Programme
- eCALD Cultural Competence programme
- Patient Safety Culture Surveying

Measurement

Building Capability

- Transforming Care Programme
- Developing Clinical Leaders
- Mental Health Quality Improvement Programme
- Patient Safety in Practice
- Resident Medical Officers Clinical Governance Programme
- Patient + Whānau Centred Care Programme

Processes and Structures

- Organisation Quality Governance Structure
- Divisions/Services/Wards Quality Governance Structures

Provide the best care to the people of Waitemata

- Safe
- Effective
- Person-centred
- Equity
- Quality Governance

- No avoidable injury or harm to people from healthcare
- Care is provided in an appropriate, clean + safe environment at all times

- Support integrated programme of action to reduce harm from care including falls, pressure injuries, infections, medications

- Continue focus on reducing hospital mortality and harm
- Implement patient safety programmes for primary care, inpatient and mental health
- Accelerate medicines reconciliation across all transitions of care
- Further reductions in infection

- The most appropriate treatments and services provided at the right time to everyone who will benefit
- Wasteful or harmful variation is eliminated

- A Quality Measures Framework and access to electronic, real time data to monitor progress
- Apply information from quality data to drive consistently better care across Waitemata DHB

- Reliable delivery of evidence based care with standardised care processes + continuous measurement + improvement
- New models of care and care pathways
- Choosing Wisely Programme
- Implement the major national strategies: Better Cancer Care, Mental Health Primary Care, Heart Disease and Stroke, Dementia and Living and Dying Well
- Ensure high-impact high value approaches are implemented reliably – e.g. disinvestment, reduce harmful and wasteful variation (GP referrals, outpatient appointments, hospital length of stay, prescribing etc)

- Mutually beneficial partnership between patients, their whānau and those providing healthcare services
- Respect for individual needs and values
- Compassion, continuity, clear communication and shared decision-making

- Improve and embed patient-reported outcomes and experience across all Waitemata DHB services
- Support staff, patients and whānau to create partnerships which respect individual needs and values and demonstrate compassion
- Inform and support people to manage and maintain their health, and to manage ill-health

- Collection of appropriate data to measure patient reported experience (PREMs) reported outcomes (PROMS)
- Shared decision-making supported and measured
- Action in response to the Friends and Family Test, PREMS and PROMS
- Improve resources to support better health literacy
- Improve resources to support person-centred design
- Integrate person-centred design in everything we do
- Interventions to improve staff experience.

- Equity of health outcomes

- Improve understanding of inequities in patient care and patient outcomes and identify ways to address these
- Promote cultural competence
- Promote health literacy

- Engage and partner with Māori
- Partnerships with patients and their whānau in all care processes
- Cultural competence training for all staff
- Culturally appropriate and acceptable services where people feel culturally safe
- Develop a programme of action to ensure that peoples' equality needs are gathered, shared and responded to across health services

- Governance structures in place across Waitemata DHB so that quality is integrated, aligned and managed

- Clear, consistent quality governance structures within each Division, Specialist Group, and across wards
- Teams to systematically consider Quality and have a continuous improvement programme

- A Quality Measurement Framework underpinning Quality Aims with related high-level outcome indicators agreed by 2018 including Quality dashboards for Divisions, Clinical Directors, Wards
- Map quality governance structures + responsibilities + address gaps to support quality and minimise risks
- Develop, support and make best use of the skills, knowledge accountability and professional leadership of our staff to provide assurance of care quality at all levels
- Robust adverse event and complaint and feedback management
- Rigorous peer review and local action to address inappropriate variations in care
- Develop a network of Quality champions