

CLINICAL EXCELLENCE COMMISSION

STRATEGIC PLAN

2018-2021



CLINICAL
EXCELLENCE
COMMISSION

Foreword

We put patients at the heart of the health system in NSW. Whether you are receiving care or visiting a loved one in hospital, you should expect the best care, compassion and understanding at what is often a difficult and stressful time in your life.

The Clinical Excellence Commission (CEC) helps to ensure the more than 114,000 people who make up the health workforce in NSW are focused on delivering the safest care possible for every patient, every time.

Since it was created in 2004, the CEC has been leading and supporting patient safety and clinical quality improvement across NSW. Along the way, it has gained local, national and international recognition for its improvement programs

and initiatives, in collaboration with health care professionals, patients, and their families and carers.

The CEC Strategic Plan 2018-2021 is proof of this collaboration. It was developed because robust conversations and consultations lead to a better, safer health system. We already have one of the best health systems in the world, but we will always strive to make it even better.

As Minister for Health, I salute the CEC's ongoing efforts to champion high quality, safer care for the millions of patients who pass through our 220 hospitals and health services each year. This Strategic Plan will help us to shape tomorrow's standard of care, today.



Hon Brad Hazzard MP
Minister for Health
Minister for Medical Research

Introduction

As we plan for the years ahead, we reflect on the successes and challenges that have shaped our organisation's commitment to ensuring excellence in patient safety and quality care across the NSW health system.

Over the past fourteen years, NSW Health has achieved great gains in patient safety. As we develop our vision for the next three years, we incorporate these learnings to determine how we can continue to meet our continuous improvement responsibility of **safer care, for every patient, every time.**

Although we are a key champion and advocate for safer care, everyone has a role to play in improving outcomes for patients. That is why we have consulted extensively with our key partners and stakeholders across the NSW health system, to determine what is already working well, and what we need to do to support delivery of safer care.

Through all of our conversations and research to develop our Strategic Plan 2018-2021, we have heard consistently about the need to bring the voice, expertise and experience of patients,

families and carers into the heart of the health care process. "Nothing about us without us" is the shorthand way of reminding us that respect and recognition of patients, families and carers is an indispensable ingredient to the success and impact we want to have.

Staff voices are also crucial to ensuring that we capture their experience and expertise in our Strategic Plan. Time and again, as we speak with health care professionals, we are reminded of the incredible passion and commitment from clinicians, allied health professionals, local health districts, health administrators and specialty health networks, to deliver the highest quality of care.

"Nothing about us without us"

Patient safety advocate

To help our partners to provide care that is continuously improving, we have to think again about our existing methods and approaches. Understanding the role of organisational culture is crucial, as is

the opportunity to work more with underlying structures of culture, mindsets and behaviours that create often unseen challenges to faster and more sustained improvements for safe, reliable care. To do this, we need to embrace new methods of collaborative thinking and work together across the full spectrum of safety design, governance, accreditation and culture change. In particular, expanding and strengthening our partnership with the Agency for Clinical Innovation (ACI) will be a key focus in achieving our vision and ambition.

Our Strategic Plan 2018-2021 addresses these challenges by viewing them as opportunities for improvement, and we thank all who helped us to do this by providing input into this plan's development. Your voices have been invaluable in ensuring we continue to build on our reputation for safer care, and inspire and implement further improvements in an ever-changing context.

As you read through these pages, we invite you to share in our optimism and commitment for an always-improving system that delivers safer, more reliable care for every patient, every time.



A/Prof Brian McCaughan AM
Board Chair



Carrie Marr
Chief Executive

WHO WE ARE

OUR PURPOSE

Who we are and what we do

Specialists in safety: partners in improvement

We are safety specialists committed to continuous improvement of patient safety and the experience of care for the people of NSW.

OUR VISION

What we strive for

Safer care, for every patient, every time

Safe, reliable care is at the heart of everything we do. Our vision, in partnership with hospitals across NSW, is to further develop a strong and reliable safety culture, and ensure that patients, their families and carers have a positive experience of care.





Our Core Values

Four core values – **collaboration, openness, respect, empowerment** – guide our behaviour and decisions across the organisation, and underpin everything we do to ensure safer care, for every patient, every time. These are the CORE values that shape the entire NSW health system.

As safety specialists in the NSW health system, we lead continuous improvement in safety system excellence and performance. We are responsible for developing the language and concepts of an effective safety system and its associated culture; for educating clinicians, frontline staff and patients and families about what those ideas, concepts and methods mean; and for making sure the resulting safety “conversation” across the system is reflected in everyday practice.

We have a leadership role to support local health districts and specialty health networks to improve capacity and capability for effective safety governance and quality improvement.



Collaboration



Openness



Respect



Empowerment



“Patient Safety is everyone’s business”

Mandel



OUR STORY SO FAR

Established in 2004 as a successor to the Institute for Clinical Excellence, we are one of five “pillars” within the NSW health system

We lead, support and promote improved clinical care, safety and quality across the NSW health system. Over the past 14 years, we have built a strong reputation for expertise in safety and have worked to deliver a solid track record of steady improvement in safe, reliable health care across NSW. What we do is valued and our partnerships make a difference for patients, families and carers.

We are integral to the NSW health system, with the relevance and value of our work key to achieving our State’s health care ambitions and priorities. NSW Health has set five priorities for the NSW health system, the first of which is “Patient Safety First”. Other key priorities include Leading Better Value Care, system governance, systems integration and data and analytics.

We enjoy a collaborative working relationship with other NSW Health pillars, particularly our partnership with the ACI, to support strong and influential clinical leadership across the NSW health system.

What we’ve achieved so far

We are the voice and champion for safety and quality across the NSW health system; we’re seen as the safety specialists and, increasingly, as partners in implementation to drive better results.



“It takes leadership to improve safety.”

Jackie Stewart



Over the past 14 years, some of our important achievements include:



1500

Since **Between the Flags** started in 2010, there has been a 53% reduction in the cardiopulmonary arrest rate across NSW hospitals to June 2017. Independent research estimated the program has **saved more than 1500 lives a year in NSW**



85%

Hand hygiene compliance has improved from 61% in 2009 to 85% in November 2017



35%

Staphylococcus aureus bacteremia infections fell 35% from 2011 to 2017



80%

Patients with sepsis now get IV antibiotics within 2 hours of diagnosis, up from 57% in 2011



30k

We developed the Quality Audit Reporting System

(QARS) in response to requests from local health districts and specialty health networks to assist with clinical audits, including the National Safety and Quality Health Service Standards. On average about 30,000 clinical audits are completed monthly



2500

Graduating over 2500 students from our clinical leadership programs



\$2.6m

Savings of \$2.6 million have been realised from better utilisation of blood products

These positive results reflect a culture in which patient safety and quality are among NSW Health's top strategic priorities. They demonstrate our leadership and achievements on which we can build over the next three years.

OUR STORY SO FAR

Context, challenges and opportunities

We are specialists in improving patient safety, but delivering **patient safety is everyone's business**. The context for safety and its contribution to improving outcomes for patients is constantly evolving.

Over recent years, there have been some important shifts in thinking and practice that have:

- Raised the profile and significance of quality improvement as the cornerstone of any health and social care system wishing to demonstrate a commitment to safety and quality
- Reinforced the vital, but still sometimes missing, voice of the patient, family and carer at the heart of safe care
- Confirmed that some of the biggest opportunities to progress towards safer care are grounded in the mindsets and attitudes that shape underlying health cultures and behaviours.

Many of these cultural factors run deep and reflect long practice and learned habits. Many of them, either directly or indirectly, end up as enablers or barriers that affect the way people turn what they know about good safety practice into daily behaviour and routines.

There is a growing movement across the world that sees culture - the right mix of attitudes and behaviour - as a critical part of making our health systems safer, every time, for every patient.

We also have to understand there are some big challenges impacting the way we currently conceive and pursue the vital work of safety and quality in health systems.



“Put the ‘care’ back in health care - and look after patients as a whole person.”

Researcher

OUR PLAN 2018-2021

Over the next three years, we will continue our commitment to ensuring better patient safety and quality care for the people of NSW

We strive for safer care, for every patient, every time, and this Strategic Plan sets out the aims that will help us to deliver on that commitment over the next three years. Our partners are key to our success and this plan has been developed through considerable research and consultation with our stakeholders across the NSW health system.

Patients, families and carers are at the centre of what we do. We have listened to their experiences; their advice and recommendations have guided our direction. We have also consulted with the people who make our vision a reality; frontline staff, clinicians, our Board, and policy makers, to capture their expertise and experiences.



“Increasing health literacy and having clients partner in the delivery of their care is paramount.”

NSW Health staff member



We are getting a lot of things right. Every day, clinicians, nurses and other caregivers partner with patients, families and carers to do the right thing. Every day we strive to improve the safety of our system.



There is always more to do, we can always do better. At the heart of our commitment to keep improving safety and quality is a mix of culture, learning and practice. Together with clinicians, frontline health workers, patients, families and carers, we will continue to design not only systems and processes that are engineered for safety, but also effective programs, interventions and tools that make it easier to do the right thing.



We need to help everyone in the NSW health system to consistently and reliably do what they know is the right thing. In the past, our work has been grounded in a number of specific safety and health care challenges, around which programs and guidelines have been developed and rolled out. These initiatives have been largely successful.



A more explicit approach to **co-design and patient partnership**, which incorporates the expertise of patients, families and carers, will characterise the next phase of our work. We will continue to **help staff, patients, families and carers to partner more effectively across the NSW health system.** We want those interactions to be more effective for everyone.



We know that **putting the experience of patients first** is the most powerful driver to improve safety and reliability. If we give patients and carers a safe and high-quality experience, we achieve better results and reduce inefficiencies at the same time.



New digital and data tools, including artificial intelligence, machine learning and the broadening use of ways to monitor individual health and adjust our behaviour, will change the design and practice of care in so many ways.



We are now working to blend this continuing focus on programs, tools and methods with an investment in deeper culture change. We will lead and facilitate broader “movements” for reform and improvement that combine the experience, skills and expertise of patients, families, carers, clinicians, health workers and the broader community to change behaviour and improve safety practice across the health system.

We've also got to be responsive to the bigger shifts in health practice and the changing relationship of people to their own care.

Just think how we might be engaging around health and care in 10 or 20 years from now.

PARTNERSHIP AND COLLABORATION

Partnership and collaboration

Our history is one of partnership and collaboration. Advancing the cause of safety and quality across the NSW health system cannot be achieved alone. We have a track record of working closely with partners, including clinicians, frontline staff, patients and families, local health districts and specialty health networks, and their safety governance systems, and NSW Health. We will continue to develop and strengthen these partnerships over the next three years.

This plan makes it clear in many different ways that our ability to play a specialist role in safety and quality demands an outward looking, collaborative and engaging approach to working with many partners. Over the next three years, as an integral part of pursuing our strategic priorities, we will:

- Improve the quality and impact of our partnership with local health districts and specialty health networks, to reinforce the importance of effective, modern governance arrangements for safety planning, culture and implementation
- Develop the tools and methods of consistent and effective collaboration between CEC staff and the clinicians, frontline staff and patients and families across all aspects of program support and implementation

- Find new and better ways to work with our partners in safety and quality to embed a safety culture across the NSW health system
- Develop further our partnership with universities and other scientific research institutions to identify the most effective way to improve the relationship between research and practice
- Work closely with NSW Health and with the other pillars of the NSW health system, including expanding and strengthening our partnership with the ACI, on programs and initiatives that combine our distinctive, but complementary skills, expertise and resources on areas of mutual concern in safety and quality
- Establish an international learning alliance for patient safety with leading global health systems.

“Consumers must be actively involved - beyond sharing stories. They must be empowered participants from goal setting, prioritising, developing, implementing and assessment.”

Board member / patient experience



WHERE WE ARE GOING AND HOW WE WILL GET THERE – THE WORK PROGRAM

Our commitment to excellence – seven strategic priorities for patient safety:



1. Patients + Families + Carers



2. Staff



3. Governance + Compliance



4. Programs + Culture



5. Value + Impact



6. Systems Improvement + Implementation



7. Digital + Data

Seven strategic priorities will guide our decisions and work over the next three years. Against each priority, we have stated our commitment and outlined our aims.





1. PATIENTS + FAMILIES + CARERS

We empower patients, families and carers by listening to and respecting their voice and expertise

Patients, their families and carers are at the centre of what we do. We work towards greater respect for, and recognition of, the experience and expertise of patients and their families and carers as partners in care across all stages of their health care journey.

Commitment



We are committed to respecting cultural and linguistic diversity and ensuring that our partnerships with patients, families and carers are inclusive of all involved, including Aboriginal and Torres Strait Islander people. Their voice and expertise will more clearly and consistently be at the heart of every aspect of designing, delivering and evaluating our suite of safety programs and initiatives.

We are committed to helping to ensure that the simple aspiration of “nothing about us, without us” is consistently being reflected in day-to-day practice in the micro-systems where safe, reliable care is delivered and experienced.

“We need to ensure that ways of understanding systems and social networks are embedded in practice, and that practice explicitly includes ways of engaging with the family and system.”

Family member

Aims

Over the next three years, we will:

- Foster a more consistent and transparent approach to seek, listen to and respect the voice of patients, families and carers
- Strengthen our consumer council as a more effective voice in the safety and quality conversation
- Explore partnering with patients and carers as a key component of our Patient Safety Collaboratives in NSW – linking hospitals, universities, local health districts and specialty health networks, patient advocates and other key stakeholders
- Develop and test better ways to use real time patient and family feedback
- Improve access to information about patient, family and carer experience throughout their health care journey, recognising cultural diversity and cultural safety
- Partner with consumers and health care staff to design and implement a framework to guide and support improvements to health literacy across the NSW health system
- Use a mixture of human-centred design methods to ensure patient, family and carer input to patient safety program design
- Improve our capacity for co-design and collaboration to develop practices and tools that improve patient safety.



2. STAFF

We listen to, and learn from, staff experience and expertise, to help change the system for the better

Our role is to support individuals, teams and organisations to speak up for patient safety and quality, so we can help them on their continuous improvement journey. We will work with staff across the health system, and within our organisation, to improve the systems and support for better safety practice that is integrated into every aspect of the health care experience for patients, families and carers.

Commitment

We are committed to understanding how we can work with staff and their teams to implement change and deliver safer care, for every patient, every time.

Aims

Over the next three years, we will:

- Support the health and wellbeing of CEC staff to optimise our culture
- Focus more on staff wellbeing and resilience in the context of dealing with errors and mistakes
- Continue to support the implementation of Team Safety Fundamentals across the NSW health system
- Support and enable the NSW health system to create mechanisms to ensure staff can speak up for safety and escalate risk
- Continue to develop tools and resources to support safe and reliable teams
- Facilitate the use of team safety culture tools across the NSW health system.



“Team work and collaboration with staff ensure better care for our patients.”

NSW Health staff member





3. GOVERNANCE + COMPLIANCE

We monitor compliance and regulation and we manage risks

We have a continuing key role in governance of the safety system across NSW Health. This quality assurance work in standards, compliance and accreditation underpins and guides our commitment to continuous improvement and remains the foundation of our contribution to a safer system.

Commitment

We bring to our governance and compliance role a distinct capacity and capability for rapid, expert response to significant safety incidents as required by NSW Health.

We will continue to make sure our governance and compliance work is efficient and effective in supporting NSW Health, as the overall safety system manager. We will reinforce the importance of safety and quality governance, standards and accreditation across the health system. We are committed to a CEC governance and accreditation function that is modern and effective and which explores new methods and models of governance in a health system more widely impacted by digital and data tools, platforms and capabilities.

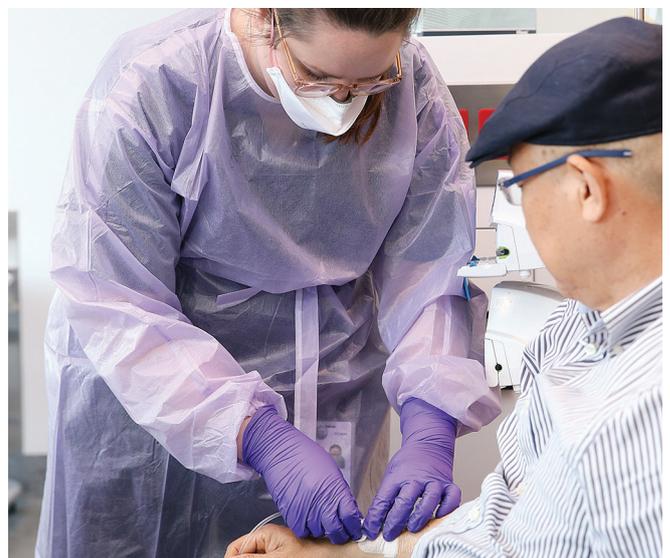
“What matters the most is to align the values of our organisations such that quality and safety is within our very DNA.”

Clinical academic

Aims

Over the next three years, we will:

- Keep improving our incident management systems, processes and culture
- Improve our ability to monitor safety and quality trends and performance across the NSW health system and use current and emerging methods for better analysis, reporting and prediction
- Improve accreditation processes and performance, including a clearer link between accreditation and quality and safety outcomes
- Extend the reach and quality of critical incident reporting systems and processes, including better use of patient-reported incidents and ‘near misses’, that reinforce a culture of open disclosure and continuous learning across teams, facilities and organisations
- Focus more on timely publication and accessibility of findings on reviews and critical incident reports to help make the safety system more credible and trusted
- Refresh and reinforce a culture of open disclosure and improve the culture of transparency and reporting for all staff, clinicians, patients and their families.





4. PROGRAMS + CULTURE

We foster a commitment to safe reliable care with our partners

Better patient safety relies on the ongoing commitment from patients, families, carers and all staff to work collaboratively through trust, openness and mutual accountability. We foster this commitment by facilitating a better blend of programs and culture change across the NSW health system.

Commitment

Patient safety programs are fundamental to the work that we do, and fostering a culture of collaboration is crucial for their ongoing success.

We are committed to fostering a shift from a programmatic approach to patient safety, to one that demonstrates an overt commitment from health systems and their staff, to provide safer, more reliable care through a positive safety culture.

The big gains for a safer system that delivers higher quality, more reliable health care will come from a combination of more integrated and better aligned programs, and a focus on the underlying culture, values, mindset and behaviours that ensure their sustainability.



“The three things I would change in hospitals are culture, culture and culture.”

Patient experience



Aims

Over the next three years, we will:

- Integrate high and consistent standards of safety culture into core business for the NSW health system
- Streamline, simplify and improve the alignment of our programs and guidance, to make them easier for those at the frontline to use
- Champion culture change initiatives that recognise the importance of changing the mindset and attitudes of patients, families, carers and all staff
- Use a range of tools and methods to reinforce a culture of safety and reliability across the NSW health system
- Partner with our local health districts and specialty health networks to establish a Patient Safety Program in each organisation reflective of local priorities and needs
- Continue our conversation with staff about their experiences in the NSW health system, including more consistent feedback methods and response to the insights and issues as they emerge so patients and staff see the value of engaging
- Increase our focus on safety and reliability outcomes in mental health, maternity and neonates.





5. VALUE + IMPACT

We demonstrate the value and impact of committing to continuous systems improvement

We recognise that the provision of health care is demanding and resource-intensive. We help our health care partners to better organise existing expertise and resources to deliver improved patient safety and quality.



Commitment

We are committed to working collaboratively with the health system to deliver evidence-based care as efficiently and cost-effectively as possible, deploying existing expertise and resources towards the delivery of safe, reliable care.

This will help to grow the consensus that investing in safety and quality should be a consistent policy and funding priority for better outcomes for patients, families, carers, clinicians, and frontline staff.

Aims

Over the next three years, we will:

- Work with local health districts, specialty health networks and other organisations to be more effective in organising around safety priorities and initiatives
- Develop the qualitative and quantitative evidence base for effective investment in safety and quality, for better and more consistent health outcomes for patients, clinicians and the wider health system
- Make sure the experience and expertise of staff, patients, families and carers is an integral part of the evidence-base for value and impact
- Create more effective stories and examples to describe improvement in the system.





6. SYSTEMS IMPROVEMENT + IMPLEMENTATION

We provide practical support for systems improvement and implementation

Our experience, expertise and methodology help our health care partners provide better patient safety and quality care, by ensuring the skills and methods of improvement science, as well as reliability tools, are easy to access and use in day-to-day health care settings.

Co-designing these tools and methods is key to the success of this work, which will facilitate a more consistent and reliable journey from knowledge to improved performance and experience on the ground.

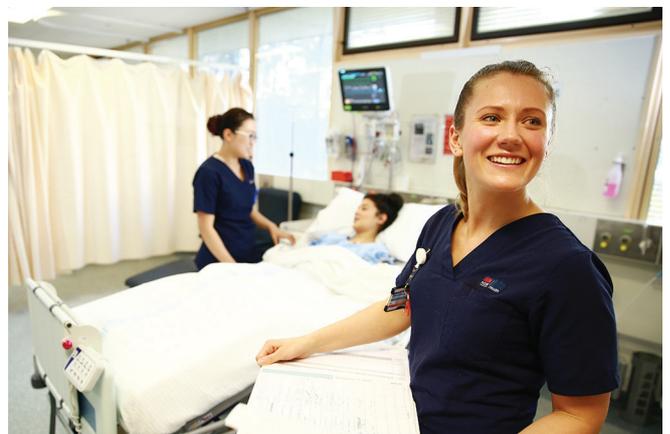
Commitment

We are committed to becoming more invested in the implementation of our patient safety work by becoming more familiar with, and more supportive of, the way our work translates into the day-to-day rhythms of care for patients, clinicians and frontline staff.

Aims

Over the next three years, we will:

- Provide information, tools and education to ensure a clear understanding of improvement science methodology and implementation across the NSW health system
- Further develop the strategy for building the necessary capability for safety and quality across the system, including delivery of the curriculum of our Quality Improvement Academy
- Improve the discovery and navigation of safety resources – introduce a one stop “evidence shop” in key areas of standards
- Apply greater attention, with clinical governance teams, to the cultural and implementation systems at a local level
- Expand and enhance our strategic partnerships, including ACI and other pillars, to ensure that systems improvement is a collaboration between frontline teams and clinical networks.





7. DIGITAL + DATA

We facilitate continuous improvement through innovation and technology

The NSW health system's commitment to patient safety and quality is already recognised as an exemplar in Australia and around the world. We are proud of this record and we strive for continuous improvement in safety and care by harnessing innovation and technology, through an increasingly connected and data-driven model of health care in partnership with eHealth NSW and others.

The proliferation of digital tools, apps and platforms, as well as a growing reliance on data, analytics and improved information management provide new and emerging opportunities for safe and reliable care. There are challenges too, including data integrity and security, privacy, the ethics and limitations of powerful automated algorithms, machine learning tools and cybersecurity.

This more connected health system should make it increasingly possible to more effectively anticipate, predict and respond to risks and to track performance, often in real time. Greater reliance on digital tools and better data analytics will be reflected in the wider adoption of new technology and will force us to change the ways in which we work.



Commitment

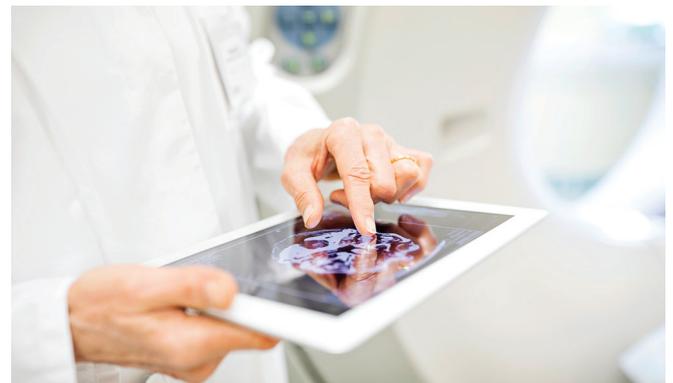
We are committed to learning more from what works well, and seek to replicate the environment that supports these consistent outcomes.

This will help to ensure equitable and ethical access to, and use of, data, digital platforms and tools to improve the experience of care. This will facilitate a more proactive and predictive approach to keeping patients and staff safe across all stages of the health care journey.

To do this, we will focus on safety and quality to respond to the opportunities and risks in digital, connected health, for prediction, diagnosis, communication, patient and clinician engagement, and monitoring and evaluation of all aspects of our commitment to a culture and practice of safety.

“We need to ensure access to good quality, local, timely data on outcomes and complications that can be used in patient care, counselling and clinician decision-making.”

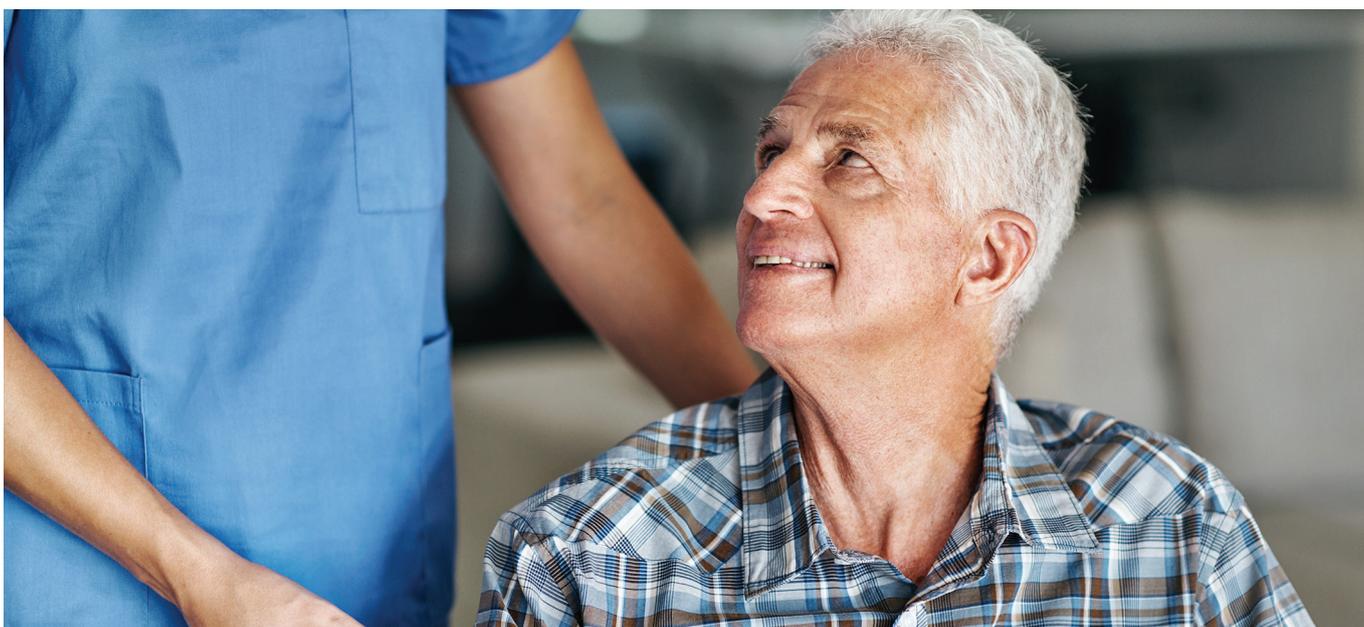
NSW Health staff member



Aims

Over the next three years, we will:

- Develop new models and methods for safe, reliable care approaches that harness the full potential of new digital and eHealth NSW tools and platforms
- Encourage wider adoption of telehealth platforms to reduce travel and improve engagement with patients, clinicians and specialists at the right time
- Work towards improving the safety and quality and ease of use of electronic medical records in partnership with local health districts, specialty health networks and eHealth NSW
- Focus more on better sharing of data to provide accurate, relevant, accessible, and actionable insights, in partnership with local health districts, specialty health networks and eHealth NSW
- Offer contemporary, online information for consumers via up-to-date and easy to use websites and apps, including education, health literacy and communication
- Explore the best way to use digital platforms and social media, for patients, clinicians and others to provide feedback on a regular and consistent basis
- Collaborate with eHealth NSW to steadily improve information availability and accuracy for a patient's whole care team, irrespective of their location, to ensure better accuracy in patient notes and charts that connect patient records and clinical management
- Improve the integration of information and reporting systems by triangulating patient experience, safety and quality outcomes, and incident reporting and analysis
- Champion significant initiatives to improve the quality and effectiveness of the way data is collected, analysed and used to improve decisions and performance.



HOW WE WILL DEMONSTRATE OUR PROGRESS AND SUCCESS

Measuring the impact and effectiveness of different approaches to safety across the NSW health system is a complex challenge

There is considerable literature about the different methodologies that have been used to do this, focused especially on measures of “avoidable injury or death” and “near miss” incidents.

Some of these measures, and decisions about the best way to use them, are subject to system-wide measurement frameworks for which NSW Health retains responsibility.

We will draw on existing and emerging research about the most effective way to better understand the impact of our work and the way in which the programs, services and support we provide translate into better patient safety and quality.

Those measures, as well as a focus on the number and severity of safety-related incidents, will also include:

- How well and consistently the voice and expertise of patients, families and carers are integrated into their journey of care
- The quality and mix of our staff skills and capabilities to meet our strategic priorities
- The specific results that emerge from current and new programs and initiatives and indicators of changing culture and behaviour
- Using our expertise to help local teams, and the NSW health system more broadly, to respond and adapt to risks and incidents with the right mix of speed and skills within robust governance frameworks.

We will focus on these measures to track our performance more immediately:

1



Continue our conversation with NSW communities, organisations, staff and NSW Health, to ensure we are demonstrating that we understand what matters most.

2



An annual Operational Plan which will describe our intent to work towards our longer ambitions described in the Strategic Plan.

3



Share evidence of NSW Health successes and achievements in patient safety.

4



Provide evidence in our regular performance reports to our Board, the Consumer Council, and NSW Health.

5



Annual feedback from our local health district and specialty health network partners to ensure we continue to provide value and enablement to their improvement efforts.

6



Ensure we have the necessary skills, capabilities and culture to achieve our vision and strategic priorities.

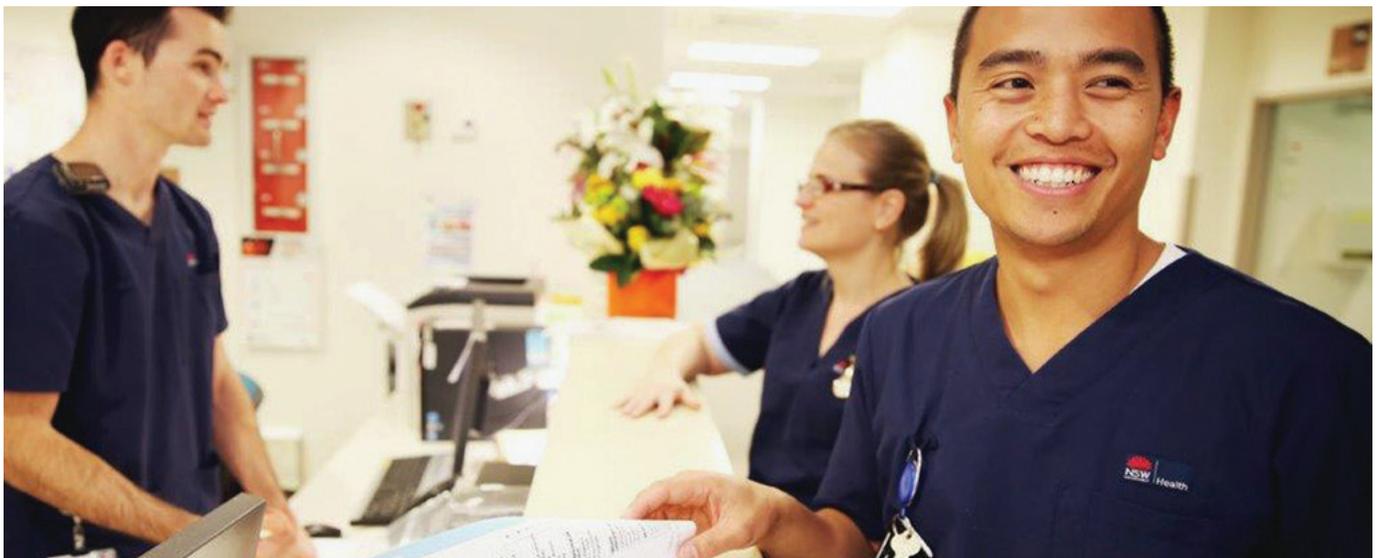
END NOTE

We have much to be proud of in NSW for the work and impact we have already made together on patient safety and quality.

There is a lot more to do as big shifts in culture, policy and technology reshape health care design and delivery in a rapidly changing health care environment.

There are big opportunities and some challenges for our shared ambition as patients, families and carers, policy makers, clinicians and frontline staff to keep improving outcomes for patients.

We look forward to partnering with you over the next three years for safer care, for every patient, every time.



Acknowledgment

Thank you to all who have generously contributed to the development of this Strategic Plan for 2018-2021. The many NSW Health staff, as well as patients, and their families and carers, who participated in our Big Conversations on Patient Safety across NSW, have helped us to understand your priorities for continuous improvement of safe and reliable care in our health system.

Thank you also to Mid North Coast; Nepean Blue Mountains; South Eastern Sydney; and Western Sydney Local Health Districts who have kindly provided images of their communities and services, allowing us to showcase throughout this plan how we are working together to provide safer care, for every patient, every time.

CLINICAL EXCELLENCE COMMISSION

Locked Bag 8

Haymarket NSW 1240

Phone: (02) 9269 5500

Email: CEC-SPC@health.nsw.gov.au

Web: www.cec.health.nsw.gov.au



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