

Strategic Plan

2015 - 2018



CLINICAL
EXCELLENCE
COMMISSION



The CEC provides leadership in safety and quality
to improve healthcare for patients in NSW

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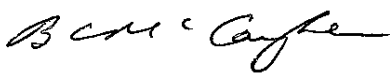
FOREWORD

We are pleased to present you with the Clinical Excellence Commission Strategic Plan 2015-2018. The Plan was developed following extensive stakeholder consultation and positions the Clinical Excellence Commission to provide leadership and support for patient safety and quality improvement in New South Wales into the future.

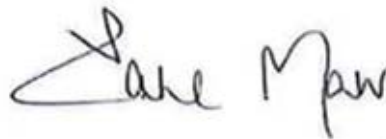
This Plan outlines four 'key focus areas' for working strategically to improve safety and quality through a system-level approach. Performance measures are being further developed to support demonstrating success. Strengthening and expanding our partnerships will be crucial to the success of the new Plan.

We would like to thank all who provided input into the development of our new Strategic Plan. Through the implementation of the Plan, we aim to achieve our vision for the NSW health system of providing the safest and highest quality care for every patient.

Yours sincerely,



Professor Brian McCaughan
Board Chair



Carrie Marr
Chief Executive

THE CEC STORY

The Clinical Excellence Commission (CEC) was established in 2004 as one of the five key structural reforms outlined in the NSW Health Patient Safety and Clinical Quality Program (PSCQP) and as an evolution of the Institute for Clinical Excellence. Emerging in the midst of system-wide patient and safety concerns, the primary focus of the CEC has been to promote and support improved clinical care, safety and quality across the NSW public health system, and to meet its Determination of Functions as established by the Minister for Health.

Over the past ten years, the CEC has grown from a relatively small and little known organisation to one with a well-established staffing and program base. Along the way, it has gained local, national and international recognition by developing and driving programs and initiatives in collaboration with clinicians, managers, consumers and health service partners. The range of areas addressed includes clinical incident review, deteriorating patients, end of life care, falls prevention, human factors, infection control, leadership, medication safety, mortality review, open disclosure, paediatric quality and safety, partnering with patients, pressure injury prevention, safety and quality education, sepsis, teamwork, transfusion medicine and venous thromboembolism prevention. Monitoring processes and performance, to provide assurance of clinical quality and safety improvement at a system-wide level, has been a central and distinct role of the CEC within the NSW health system.

New governance arrangements introduced across the NSW health system in 2011 and the rollout of the National Safety and Quality Health Service Standards in 2013 have brought both challenges and opportunities to the CEC. While requiring the CEC to review its directions and activities in line with national priorities and to support local health districts to meet accreditation against the standards, these changes have also reinforced the importance of safety and quality in the delivery of healthcare and the relevance of CEC's programs and initiatives.

The CEC has recognised and responded to this changing context in developing this Strategic Plan. Building on its solid foundations and designated role as leader of quality and safety within the NSW health system, the CEC will continue to work with clinicians, managers, consumers and health service partners as part of an integrated, system-wide approach, to ensure that every patient in the NSW health system receives safe, high quality care.

The Strategic Plan will guide CEC's work in the period 2015/16 - 2017/2018 and will be operationalised through annual work plans. Definitions for the performance measures included in the Strategic Plan will be detailed in a separate document. Within the Strategic Plan, the term 'patient' is defined as including patients, clients, consumers, family and carers.

For more information on the Clinical Excellence Commission, visit the [CEC website](#).

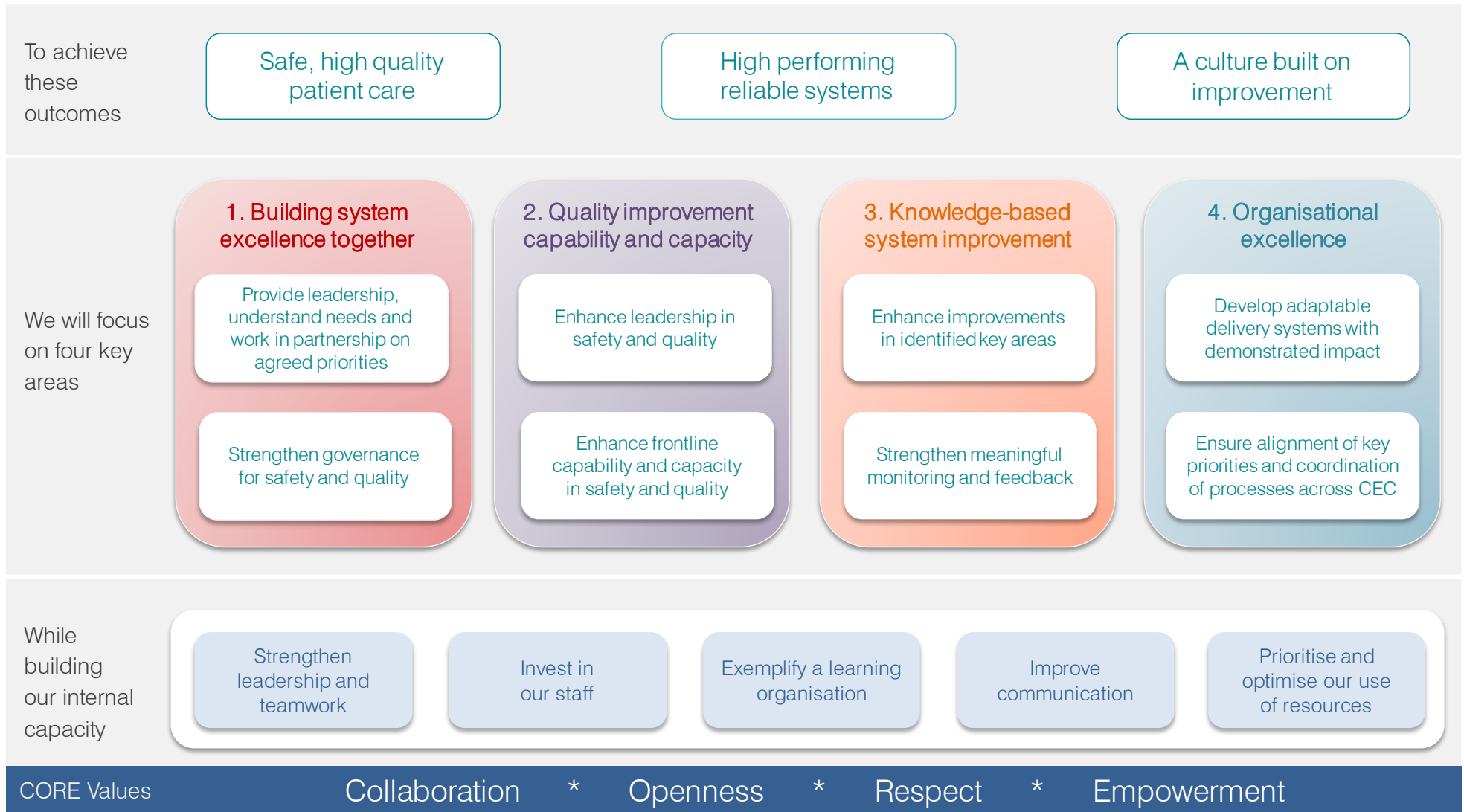
STRATEGIC THEMES



STRATEGY MAP

Our Purpose The CEC provides leadership in safety and quality in NSW to improve healthcare for patients

Our Vision The NSW health system provides the safest and highest quality care for every patient



STRATEGIC PLAN

The outcomes



Strategic outcome (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)
Safe, high quality patient care	Systems to support healthcare providers to deliver high quality patient-centred care are being led by the CEC.	Percent Service Agreement safety and quality targets met
High performing reliable systems	Safety and quality in the provision of healthcare for 'every patient, every time' is consistent across NSW Health.	System safety and quality reliability score
A culture built on improvement	Quality improvement is embedded across the system as a key priority for all staff, in working towards sustainable high quality healthcare across NSW Health.	Patient safety culture assessment score

These high-level outcomes will be achieved by focusing on:

- Building system excellence together
- Quality improvement capability and capacity
- Knowledge-based system improvement
- Organisational excellence, and
- Building our internal capacity.

Strategic initiatives to support the delivery of these outcomes are outlined in the following pages.

Four key areas of focus



1. Building system excellence together
 Based on our leadership and strong partnerships at all levels, we are working effectively together on agreed priorities to enable and support the delivery of safe and high quality healthcare.

Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Provide leadership, understand needs and work in partnership on agreed priorities	Our partners see us as invaluable in leading and supporting the NSW health system in providing the highest quality and safest care.	Partnership experience	Develop key partnerships across the continuum of care and relevant sectors to identify and support agreed priorities in safety and quality
Strengthen governance for safety and quality	Safety and quality is a priority at all levels of governance in NSW Health, including the Ministry of Health, local health district/network boards, executive teams, local clinical teams, professional and other key groups.	Percentage of compliance with Standard 1 (NSQHS) Number and proportion of LHD/SHN Boards visited annually by the CEC Percentage of recommended safety and quality measures in Service Agreements	Support the roles of local health district/network boards and other key leadership groups in safety and quality Increase support for accreditation, including further development of standardised tools and resources in identified areas of need Work with the Ministry of Health to inform policy and refine the safety and quality performance measures and targets in service agreements, along with their monitoring

Four key areas of focus

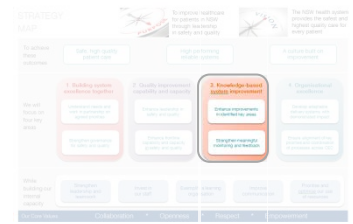


2. Quality improvement capability and capacity

Through the support of the CEC and partners, a critical mass of leaders including frontline clinical staff, is developed to undertake quality improvement. Health service staff are actively involved and well supported in leading and undertaking local sustainable system improvements.

Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Enhance leadership in safety and quality	CEC is valued for its role in leadership development in safety and quality for NSW health services - from local health district/ network boards through to frontline clinical leaders.	<p>Service provider satisfaction with CEC's role in safety and quality leadership development</p> <p>CEC alumni experience after 12 months</p> <p>Percentage of alumni of CEC programs continuing to make an impact in quality and safety</p>	<p>Support the role of clinical governance in health services to lead and monitor safety and quality</p> <p>Support the roles of clinicians, managers and patients to lead safety and quality</p> <p>Support graduates from the CEC training programs to play leading roles in safety and quality improvement in health services</p> <p>Implement processes to influence and develop future clinical leaders in safety and quality</p>
Improve frontline capability and capacity in safety and quality	Through the support of the CEC and partners, clinical services are well advanced in having strong local capability and capacity in safety and quality improvement.	<p>Percentage of alumni of CEC programs continuing to make an impact in quality and safety</p> <p>Workforce capability in clinical quality improvement</p>	<p>Develop and implement strategies with key partners to improve frontline staff capability and capacity in safety and quality in health services</p> <p>Review, develop and implement an Education Strategy focused on safety and quality</p>

Four key areas of focus

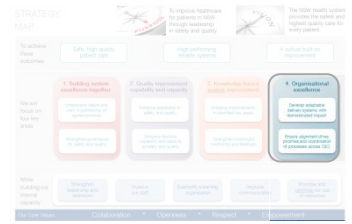


3. Knowledge-based system improvement

Effective systems and processes are in place that provide meaningful intelligence utilised for monitoring and identifying local and state-wide priority areas for improvement. This will contribute to earlier interventions and a more proactive approach to safety and quality.

Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Improvement in identified key safety and quality areas	Based on meaningful monitoring, feedback and support from the CEC, there is a reduction in serious preventable adverse events in targeted areas across the continuum of care.	Rate of performance improvement in safety and quality in identified areas	Implement planned responses to known and newly emerging system-wide issues in safety and quality (for example, communication, professionalism, diagnostic error, supervision, teamwork, patient engagement and health literacy)
Strengthen meaningful monitoring and feedback	The CEC utilises an extensive range of data, information and knowledge sources to provide intelligence for the early identification of safety and quality issues at state, local health district/network, sector and department levels. There is meaningful feedback to all levels of the health system, including clinicians and community.	Service provider information and intelligence needs met Number of newly identified system safety and quality issues	Ensure the right information is collected to drive safety and quality improvement Provide timely feedback on meaningful information to all levels of the system and community to drive safety and quality improvement

Four key areas of focus



4. Organisational Excellence

Within the CEC there is strong alignment to this strategy, consistency of processes and flexible collaboration. Externally, the CEC is valued for its responsiveness and innovation in delivering adaptable systems that have been shown to be effective.

Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Develop adaptable CEC delivery systems with demonstrated impact	The CEC is flexible and responsive in its approach in developing and supporting relevant state-wide and local solutions with demonstrated effectiveness.	Stakeholder needs met (responsiveness and adaptability) Percentage of key CEC activities evaluated that have achieved their aims	Review all existing CEC programs for impact, responsiveness, sustainability, gaps and disinvestment Develop and implement a CEC Evaluation Framework Develop a framework and processes for the development, implementation and evaluation of new CEC initiatives that are adaptive to local conditions Improve approaches to consumer and clinician engagement within CEC's work Develop a CEC communication strategy to highlight demonstrated impact, products and services

Four key areas of focus



Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Ensure alignment of key priorities and coordination of processes across CEC	Activities at all levels within the CEC are aligned to the strategic and operational plans, with staff working collaboratively across the organisation on agreed priorities.	Staff experience score (alignment and coordination of processes)	<p>Further develop standardised and consistent core organisational processes within the CEC</p> <p>Enhance processes to ensure internal collaboration within the CEC and external coordination</p> <p>Review current activities and ensure alignment of all activities to the strategic direction</p>

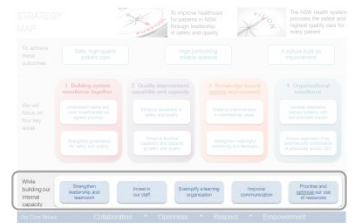
Building our internal capacity



The CEC is an innovative organisation with engaged and highly skilled staff committed to improving safety and quality. Within an open and transparent culture, resources are allocated and utilised for maximum benefit for the community.

Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Strengthen leadership and teamwork	We have demonstrated strong leadership throughout the organisation with individuals and groups working well together.	Leadership and teamwork score	Review organisational structure, promote leadership and teamwork across the organisation
Invest in our staff	CEC is a highly desired organisation to work for, with staff having extremely high levels of engagement and the support, opportunities and tools they need to excel.	Staff engagement index	Develop and implement a Staff Development Plan
Exemplify a learning organisation	As an innovative organisation, our valued and expert staff demonstrate what it means to be continually learning and expanding their thinking.	Staff experience (Learning organisation)	Expand existing and develop new strategies to exemplify a learning organisation

Building our internal capacity



Strategic objective (What the intention is)	Destination statement (What success will look like)	Performance Measures (How we will measure success)	Strategic initiative (What we will do to contribute to success)
Improve communication	Within an open and transparent culture, staff have all the information they need to perform their functions well. This is well supported by the innovative use of technology.	Staff experience (Communication)	Establish processes to enhance internal communication
Prioritise and optimise our use of resources	Systems are in place which ensure that our resources are allocated in alignment with our strategy and utilised for maximum benefit.	Net result	Review and align resources to the strategic priorities

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