Operational Plan

2015-2016

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Front cover image: ACI Staff Forum May 2015

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Glossary

AC	Acute Care
CI Lead	Clinical Lead
CE	Chief Executive
CPDI	Clinical Program Design and Implementation
CS	Corporate Services
EESC	Engagement, Executive Support and Communications
PCCS	Primary Care and Chronic Services
SACC	Surgery, Anaesthesia and Critical Care

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Operational Plan

Vision: Better Healthcare: Better Outcomes

Introduction

The Agency for Clinical Innovation (ACI) works with clinicians, consumers and managers to design and promote better healthcare for NSW.

We provide expertise in service redesign and evaluation, specialist advice on healthcare innovation, initiatives including clinical guidelines and models of care, implementation support, knowledge sharing and continuous capability building.

Our Clinical Networks, Taskforces and Institutes provide a unique forum for people to collaborate across the NSW Health system. By bringing together leaders from primary, community and acute care settings we promote an integrated health system.

In 2015 the ACI developed a new three year Strategic Plan to commence on 1st July 2015. The focus over the next three years will be to build on current achievements working with our colleagues in the NSW Health Pillars to support our partners in the 17 local health districts and specialty networks to deliver high quality healthcare.

The Operational Plan 2015/16 identifies the key operational actions to be undertaken by the ACI in the current year to deliver on the strategic initiatives in the ACI Strategic Plan 2015-18.

In 2015/16 there are 72 operational actions nominated for delivery by the six portfolios, Clinical Lead and Chief Executive.

A quarterly report is provided to the ACI Board on progress of each of the operational actions nominated for delivery in a quarter.

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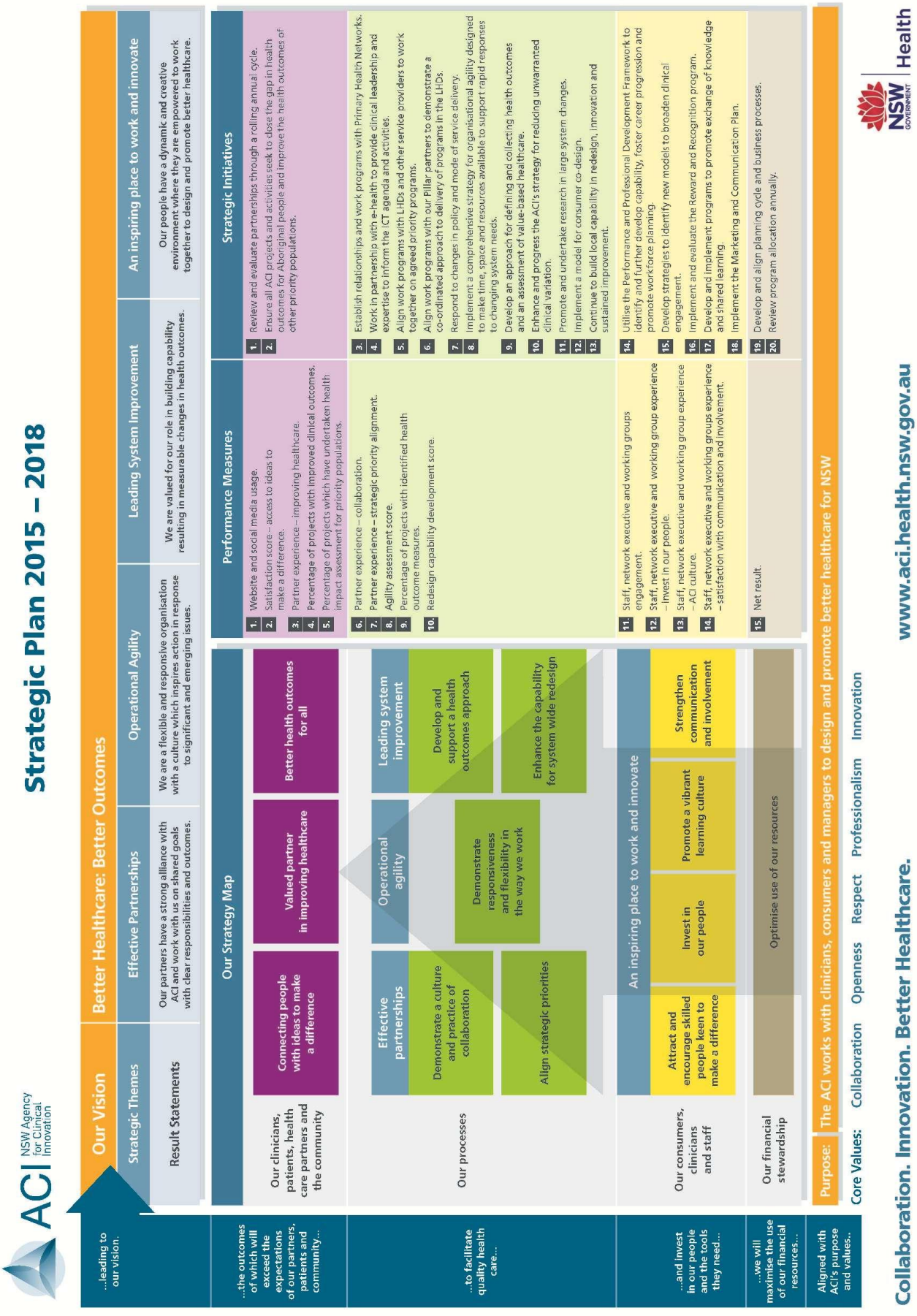
Strategic Plan 2015 - 2018



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Focus Area One:
Our clinicians, patients, health care partners and the community

Connecting People with ideas to make a difference	Valued Partner in improving healthcare	Better health outcomes for all
Measures		
1. *Website and social media usage* 2. *Satisfaction score (access to ideas to make a difference)*	3. *Partner experience (improving healthcare)*	4. *% Projects with improved health outcomes* 5. *% Projects with health impact assessment for priority populations*

	Strategic Initiatives	Operational Actions 2015-16	Qr	Director
1	Review and evaluate partnerships through a rolling cycle	• Review relationship with pillar partners/MoH , LHDs and external bodies	3	CE
		• Establish a baseline measure for relationship with PHN	4	PCCS
		• Establish a baseline measure for relationship with ICHOM	4	CL
2	Ensure ACI projects and activities seek to close the gap in health outcomes for Aboriginal people and improve the health outcomes of other priority populations	• Develop and implement the cultural competence strategy	1	CE
		• Identify 2 cross portfolio projects to close the gap in terms of health outcomes (cardiac project already in place+ a big system issue)	1	PCCS
		• Implement Aboriginal respiratory care project	1	AC

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Focus Area Two: Our processes

Strategic Theme		Effective partnerships		
Results Statement		*Our partners have a strong alliance with ACI and work with us on shared goals with clear responsibilities and outcomes*		
Strategic Objective		*Demonstrate a culture and practice of collaboration*		
Measure		*6. Partner experience (collaboration)*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
3	Establish relationships and work programs with Primary Health Networks	• Draft a Memorandum of Understanding with PHN Leadership Group to support an ACI/PHN Work Program.	2	PCCS
		• Finalise CDMP Good Practice Guidelines to support alignment of Program with Integrated Care.	2	PCCS
		• Commence evaluation of implementation of Building Partnerships framework.	4	PCCS
4	Work in partnership with eHealth to provide clinical leadership and expertise to inform the ICT agenda and activities	• Develop ACI ICT Strategy for implementation	2	CS
		• EMR2 build for Fractured Hip inpatients, renal, respiratory and stroke, cardiac	2	SACC / AC
		• Developing image capture, storage and transmission processes	4	SACC / AC
		• Electronic discharge summary for day only procedures	4	SACC / AC
		• Implementation of recommendations from first net	4	SACC / AC
		• Development of reporting of quality and process markers from the Endoscopy information systems	4	AC

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Focus Area Two: Our processes

Strategic Theme		Effective partnerships		
Results Statement		*Our partners have a strong alliance with ACI and work with us on shared goals with clear responsibilities and outcomes*		
Strategic Objective		*Align Strategic Priorities*		
Measure		*7. Partner experience (strategic priority alignment)*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
5	Align work programs with our Pillar partners to demonstrate a co-ordinated approach to delivery of programs in the LHDs	• Implement an agreed program with CEC on EOL for LHDs	2	PCCS
		• Ensure our approach to data analytics aligns with MoH and relevant pillar partners	3	CPDI
		• Work with LHDs, CEC and HETI to develop bespoke programs for capability development	4	CPDI
		• Work with pillar partners and LHDs on appropriate diagnostics projects	4	AC
		○ Design strategy for system acceptance	1	AC
6	Align work programs with LHDs and other service providers to work together on agreed priority programs	• Align D&A Network work plan with services priorities identified by LHD	3	PCCS
		• Develop Risk Stratification tools to assist with selection of patients for EoL and Palliative Care Services	4	PCCS
		• Assist LHDs to implement OT Efficiency Guidelines	4	SACC
		• Develop standard service delivery model implementation for retinopathy, glaucoma and cataract	4	SACC
		• Assist LHDs with implementation of the ICU/HDU model of care	4	SACC
		• Implement Heart Failure improvement strategies	4	AC

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Focus Area Two: Our processes

Strategic Theme		Operational Agility		
Results Statement		*We are a flexible and responsive organisation with a culture which inspires action in response to significant and emerging issues*		
Strategic Objective		*Demonstrate responsiveness and flexibility in the way we work*		
Measures		*8. Agility assessment score*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
7	Respond to changes in policy and mode of service delivery	• Develop tools and resources for commissioning the delivery of models of care (integrated care/pal care/ chronic disease) • Finalise a risk stratification handbook to support LHDs and PHNs to develop risk stratification and patient selection procedures. • Finalise decision support tool for community health services	3 2 1	CE/Clin Director PCCS PCCS
8	Implement a comprehensive strategy for organisational agility designed to make time, space and resources rapid responses to changing system needs	• Reflect feedback from staff on activities to deliver on strategic plan themes • Review model for resource allocation to support organisational agility • Create internal capacity to respond to internal Acute Care/ACI and external priorities	2 3 2	CE CS AC

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Focus Area Two: Our processes

Strategic Theme		Leading System Improvement		
Results Statement		*We are valued for our role in building capability resulting in measurable changes in health outcomes*		
Strategic Objective		*Develop and Support a Health Outcomes Approach*		
Measures		*9. % ACI projects with identified health outcome measures*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
9	Develop an approach for defining and collecting health outcomes and an assessment of value-based healthcare	• Implement outcomes from the ICHOM Measuring Outcomes Forum and Workshop	1	CE
		• Develop ACI Outcome Measurement **Program**	2	CL
		• Commence collaboration activities with ICHOM	2	CL
		• Implement Patient Reported Measures (PROMs) into 4 LHDs as part of integrated care strategy	3	CPDI
		• Undertake data linkage through CHeRL using ACI datasets to establish the Critical Care, Acute, Trauma and Emergency (CATE) Public Health Registry in order to assess the outcomes for specified populations of patients receiving these specialist services	2	SACC

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Focus Area Two: Our processes

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Measures	*9. % ACI projects with identified health outcome measures*		
Strategic Initiatives	**Operational Actions 2015-16**	**Qr**	**Director**
10 Enhance and progress the ACI's strategy for reducing unwarranted clinical variation	• Follow up to choosing wisely campaign in Network (Co chairs forum - July)	1	CE
	• Host a meeting to reflect on what we have learnt to date in reducing unwarranted clinical variation (RUCV)	1	CPDI
	• Support LHDs directly on RUCV activities that are a priority for them	3	CPDI
	• Identification of the underlying reasons for cost/ALOS variation in TURP, appendicectomy, lap cholecystectomy and inguinal herniorrhaphy procedures	2	SACC
	• Optimise the NSW Trauma System to ensure a minimal standard of excellence in patient care is provided consistently with a minimal variation in care provision irrespective of injury location (TPOE2)	2	SACC
	• Progress development of standardised audit tools and processes for Community Acquire Pneumonia: ○ Service improvement strategies tested ○ Assess Care Bundle for wider application in NSW ○ Support implementation in partnerships with LHDs and SHN	2 4 4	AC AC AC
	• Progress audit processes and reporting for Acute Stroke Care: ○ Complete face to face feedback of 30 sites audited across NSW hospitals ○ Complete improvement plans based on audit reports	2 3	AC AC
	• Complete state-wide report on audit findings and learning, themes of audits, themes of improvement strategies	4	AC

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Focus Area Two: Our processes

Strategic Theme		Leading System Improvement		
Results Statement		*We are valued for our role in building capability resulting in measurable changes in health outcomes*		
Strategic Objective		*Enhance the capability for system wide redesign*		
Measures		*10. Redesign capability development score*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
11	Promote and undertaken research in large system change	• Translate lessons from large system change research into how ACI works with LHDs to implement change • Continue a program of research into ACI's approach to large system change	2 4	CPDI CPDI
12	Implement a model for consumer co-design	• Undertake a further in-depth co-design project with a clinical network • Build a capability program for co-design so CPDI, network managers and LHD staff can undertake innovation using the co-design methodology	2 4	CPDI CPDI
13	Continue to build local capability in redesign, innovation and sustained improvement	• CHR school to explore links to other pillar capability programs • Planning innovation fund capability development	1 2	CPDI CPDI

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Focus Area Three: Our consumers, clinicians and staff

Strategic Theme		**An inspiring place to work and innovate**		
Results Statement		*Our people have a dynamic and creative environment where they are empowered to work together to design and promote better healthcare*		
Strategic Objective		*Attract and encourage skilled people keen to make a difference*		
Measures		*11. Staff & Network Executive/Working Group experience*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
14	Utilize the Performance and Professional Development Framework (PPDF) to identify and further develop capability, foster career progression and promote workforce planning	• Implementation of electronic on line performance system to support PPDF	1	CE
		• Assess PPDF to determine capability and driving professional development	3	CE
		• Review orientation/induction program to align with and reflect current strategic direction and priorities	1	EESC
		• Scope organisation workforce plan	2	CS
		• Develop workforce plan for implementation across the ACI	3	CS
15	Develop strategies to identify new models to broaden clinical engagement	• Create and trial a JMO and junior clinician redesign development program	3	CPDI
		• Scope primary health clinician engagement strategy with PHNs and other peak bodies	3	PCCS
		• Clinical portfolios to create linkages between ACI networks and LHD discipline networks	3	AC SACC PCCS

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Focus Area Three: Our consumers, clinicians and staff

Strategic Theme		**An inspiring place to work and innovate**		
Results Statement		*Our people have a dynamic and creative environment where they are empowered to work together to design and promote better healthcare*		
Strategic Objective		*Invest in our people*		
Measure		*12. Staff & Network Executive/Working Group experience (invest in our people)*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
16	Implement and evaluate the Reward and Recognition Program	• Implement Program • Evaluate Program	1 3	CE CE
Strategic Objective		*Promote a Vibrant Learning Culture*		
Measure		13. *Staff & Network Executive/Working Group experience (ACI culture)*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
17	Develop and implement programs to promote exchange of knowledge and share learning	• Develop a program to establish implementation support (scholarship) positions in Local Health Districts. • Develop position descriptions and training curriculum • Recruit and support implementation support positions • Establish and support knowledge management processes for sharing learnings from across 3 ACI projects/Networks. • Share learnings from ACI evaluations and improve the evaluation commissioning and support process	1 2 3 3 3	CPDI CPDI CPDI CPDI CPDI

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Focus Area Three: Our consumers, clinicians and staff

Strategic Theme		An inspiring place to work and innovate		
Strategic Objective		*Strengthen Communication and Involvement*		
Measure		14. *Staff & Network Executive/Working Group satisfaction with communication and involvement*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
18	Implement the Marketing and Communications Plan	• Agree 3 year plan which describes key objectives and activities for 15/16	1	ESSC

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Focus Area Four: Our financial stewardship

Strategic Theme: An inspiring place to work and innovate				
Strategic Objective		*Optimise use of our resources*		
Measures		*15. Net Result*		
Strategic Initiatives		**Operational Actions 2015-16**	**Qr**	**Director**
19	Develop and align planning cycle and business processes	• Document budget and planning cycle workflow. Implement and imbed the process across the organisation	1	CS

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