A decade of improvement – Driving Clinical Excellence in Queensland
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Dr John Wakefield PSM
Deputy Director-General
Clinical Excellence Division (CED)

MB CHB MPH (research) FRACGP FACRRM FRACMA
Adjunct Professor of Public Health Queensland University of Technology
THE LOOK YOU GET ON YOUR FACE

WHEN EVERYTHING BALANCES IN ALL YOUR FINANCIAL STATEMENTS
“Good news honey! We’re able to afford that jacuzzi!”
Is healthcare broken?
Depends on your perspective

- Great health system
- Universal healthcare
- Amongst longest life expectancy in world
- Amongst lowest perinatal mortality
- Highly trained and expert clinicians
- %GDP on health consistent with OECD peers

- 10% adverse event rate
- 60% reliability for EBC
- Significant unexplained variation in care/cost vs outcome
- Fragmentation of system and blame game
- Rising consumer expectation/technology
- Sicker patients
- Unsustainable growth in cost and WF

Depends on your perspective
Can’t they understand there’s no bottomless bucket?

Why can’t they confront the big picture problems – unsustainable growth, sub-optimal quality

We gave them money and a plan – why haven’t things changed?

Why don’t they listen to us?

What are all these projects?

What about the patient?

Another business case??
We cannot solve our problems with the same thinking we used when we created them.

- Albert Einstein

www.quotesworthrepeating.com
There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system.

For the initiator has the enmity of all who would profit by the preservation of the old system and merely lukewarm defenders in those who would gain by the new one.

Machiavelli (1513)
We looked at the best performing healthcare systems in the world.
High Reliability Organisations

- High hazard and extremely low frequency of event i.e. Six Sigma reliability.

High Reliability Organization

- Preoccupation with failure
- Reluctance to simplify interpretations
- Sensitivity to operations
- Deference to expertise
The underpinning drivers of quality/cost/value

First level supervisor → Culture → Staff Outcomes → Patient Outcomes

At smallest unit of work – clinical microsystem
Our focus
Investment targeting total redesign

Access to real time patient information will help us provide better care

New medical devices will send patient data... 
...to a secure Electronic Medical Record... 
...available instantly hospital-wide.
Clinicians for the 21st century

- We are investing in clinicians and services:
  - Clinician development in leadership/management capacity and capability
  - Recommencing Medical Directors Course
  - Clinician led improvement - 22 Clinical Networks and associated guidelines; standards, education; measurement and improvement
  - HHS consultancies and collaborative improvement projects
  - Clinical Senate
Leadership and management development programs for clinicians 2017-20

Building our leaders from the ground up!

Junior Doctors

Learn2Lead - Junior Doctors Development Program
Inspires clinicians to gain an insight into their leadership capability, and to develop their personal leadership style and potential

Early Career Clinicians

Step Up Leadership Program
Focusses on developing and strengthening the skills clinicians need to motivate and lead a healthcare team

Clinician Directors, Managers & Team Leaders

Manage4improvement Program
Builds leadership and management confidence and capabilities to support improvements in health service delivery, through gaining a broader understanding of how the health and business systems operate simultaneously

Senior Clinicians

High Impact Leadership Program
Builds on existing leadership capabilities with an emphasis on self awareness, and a key focus on cultural improvement to overcome professional silos and strengthen relationships
Innovation

• We are investing in new ideas for better care... and then spreading them if they work:
  – **CPCs and Health Pathways**
  – **Integration**: $35M Integrated Care Innovation Fund
  – **New models**: GPWSIs; PAs; Nurse endoscopy; Nurse Navigators; Musculoskeletal and AH led models;
  – **IT enabling**: GP access to Viewer / e-referrals / ISOH / Patient Flow / CIMHA
  – **Health Services Research**: shaping policy and practice – CLEAR; REACH; New system Accreditation; HITEC.
  – **Priority focus**: Frail aged; End of Life Care; Mental Health
GPTV*

*Allowing GPs to view public hospital healthcare information online
Patient Safety

• We are investing in reducing harm and improving care reliability and patient experience:
  – New incident management system rollout
  – Safety and Quality Curriculum and training/faculty development and support
  – Patient Reported Outcome Measures (PROMS)
  – New era accreditation
  – Capacity building in science of improvement/reliability
  – Harm reduction programs - Suicide Prevention Taskforce
  – Queensland Bedside Audit
  – Maternity services improvement program
Statewide inpatient hospital-acquired pressure injury results

*Hospital-acquired prevalence for inpatients are estimated from hospital-acquired prevalence reported for total audit population (inpatient and residential aged care facilities).

Source:  
Transparency

• We are investing in internal and external transparency to change behaviour:
  – Improvement in public performance website
  – Re-designing CED website for clinicians and consumers with knowledge management and improvement portal
  – E-referral system development with patient online bookings and tracking
  – Collaboration with eHealth to explore how to get benefits from digital hospitals – individual vs peer practice real time feedback to clinicians
  – VLADs and SPCs for monitoring/acting on SC variation
  – Data sets on key clinical performance areas – OPD/ES/ED/Gastro/etc
Hospital Performance

The website contains detailed, up-to-date and regular information on the activity and performance of Queensland Health’s 62 reporting hospitals. Find a hospital or Hospital and Health Service (HHS) by hovering over the map, or use the hospital name or postcode search options.

Oral Health, BreastScreen and Immunisation information can be accessed by clicking on the Hospital and Health Service links on the map below or on the navigation pane on the left hand side.

The Mater Hospitals can be found on the map in the Metro South section as per their geographic location, although they are not part of the Metro South Hospital and Health Service. Similarly, the Lady Cilento Children’s Hospital can be found on the map in the Metro South section as per its geographic location, although it is not part of the Metro South hospital and Health Service.

Search by name

Search by postcode

Related links

- Text-based list of reporting hospitals
- MyHospitals

Did you know?

13HEALTH is a Queensland Health phone line to help take the worry out of health concerns. For 24 hours a day 7 days a week, qualified staff will give you advice on who to talk to and how quickly you should do it. The advice is confidential, qualified and supportive.
Performance Improvement and P4V

• Our work and partnerships are making a difference:
  – Worst to equal best performer in stroke care
  – One of the lowest rates of falls resulting in patient harm nationally compared to other states
  – Shortest median waiting time for elective surgery in Australia (ranked first with the Northern Territory (NT) for 2015-16), with a median wait of 29 days
Improving the lives of complex patients

Impact of nurse navigators on patient outcomes

"The arrival of a nurse navigator has been a ray of hope and provided what feels like an ally in what feels like a huge, cumbersome, confusing system."

Gympie Times, 10 June 2016

"My wife used to spend 5 days a week driving me to different appointments, since my nurse navigator started with us she has improved our care and our quality of life.

She has become an integral part of our healthcare. Our family now has another member."

Juan, Patient at Metro North HHS

"I was in a desperate state, no one could help me and I was seeing many different doctors – 45 appointments in 8 months.

Now I have more confidence in managing my own illnesses and getting the right care. I have a hope for a better outcome. Someone is listening to me at last."

Paul, Patient at Sunshine Coast HHS

"Honestly, you have broken the barrier of fear of hospitals and health care workers.

I would never have had the courage to come to hospital even when I needed help, now I have more trust and knowledge."

Irene, Patient at South West HHS
Opportunities

- **Harness the benefits** of digital health and re-imagine who, how and where care is delivered.
- **The power of my data** in my hands compared to peers. Now.
- **Implementation** – uptake of models at scale and pace; skills/capacity; research.
- **The 21st century clinician** – and clinician leader
- **Co-designing with consumers**
- **Redefining quality and outcomes** – from *what is the matter with you?* to *what matters to you?*
Want to know more?

DDGCED@health.qld.gov.au

07 3405 6181