



Safe Care Framework

Driven by continuous improvement.

2018-2021

From the operational support teams that provide a clean environment for our consumers to the clinical teams providing direct patient care, everyone has a part to play in providing safe care within Sunshine Coast Hospital and Health Service (SCHHS). The SCHHS Safe Care Framework has been developed in collaboration with staff, consumers and key stakeholders to enable the SCHHS vision of *Health and wellbeing through exceptional care* and sets clear expectations of staff responsibilities regarding safe care.

This document provides a high-level framework and its practical application to day-to-day care will be determined in partnership with staff and consumers.

SCHHS recognises the essential role consumers and staff play in implementing and sustaining safe systems. Staff and consumers have co-designed this framework with the clear objective to provide a meaningful and practical framework that delineates the roles and responsibilities of staff and consumers at all levels of the organisation, and how these can be enacted.

The 'Leading the Sunshine Coast Way' Leadership Culture and Capability development program will support staff to lead teams with a focus on continuous improvement and aligns with the roles and responsibilities articulated in this document. Overarching accountability for safe patient care is held by the Hospital and Health Board with operational accountability held by the Health Service Chief Executive and Executive Team. This framework is guided by the key principles of clinical governance based on the Australian Commission on Safety and Quality in Healthcare National Model Clinical Governance Framework, and include:

- Ensuring our patients are safe is of equivalent importance to financial, risk and other business drivers
- Focussing too much on one can impact on the any of the other components (i.e. too much emphasis on finance could impact patient care)
- Governing bodies (The Board) are ultimately responsible for good corporate (including clinical) governance
- Governing bodies cannot govern clinical services well without the deep engagement of skilled clinicians and the broader workforce working at all levels of the organisation
- Clinicians, managers and members of the governing bodies have individual and collective responsibilities for ensuring the safety and quality of clinical care; as well as being reflected in the NSQHS Standards, many of these responsibilities are specified in relevant professional codes of conduct.

Further to this, the ACSQHC Clinical Governance Framework highlights 5 domains of Clinical Governance that have been translated into the SCHHS Safe Care Framework:

- Governance, leadership and culture
- Patient safety and quality improvement systems
- Clinical performance and effectiveness
- Safe environment for the delivery of care
- Partnering with consumers.

The SCHHS Safe Care Framework links directly to the SCHHS Strategic Objectives made to our community:

- Improving everyone's experience of health care throughout our health service
- Optimising the health outcomes of our community through collaboration and education
- Delivering sustainable, safe and high value services driven by continuous improvement, research and education.

Our vision

Safety the Sunshine Coast Way—Health and wellbeing through exceptional care.

Our purpose

To provide safe clinical care in collaboration with our staff and in partnership with our consumers.

Speak up for patient safety

See it, say it, fix it



Safe Care Framework 2018-2021

Responsibilities to deliver safe clinical care

	Patients/consumers—partnering in safe clinical care Any patient or family member using the services of SCHHS	Everyone—leading self in safe clinical care All staff and contractors employed within the SCHHS	Managers—leading others in the delivery of safe clinical care Anyone who manages others ie: NUMS, Nurse Managers, Administration Coordinators, Supervisors	Senior leaders—leading leaders in the delivery of safe clinical care. Anyone who leads leaders ie: Nursing Directors, Allied Health Managers, Operational Directors, Business Managers	Strategic leaders—leading organisation in the delivery of safe clinical care Organisational leaders ie: Board members, Executive Directors, Service Group Directors Nursing Directors, Facility Managers
Governance, leadership and culture	<ul style="list-style-type: none"> Identify opportunities for improvement and communicate these to relevant individuals and/or the health service. Consider taking an active role in the HHS when opportunities exist. 	<ul style="list-style-type: none"> Report incidents and near misses - 'Speak up' for patient and staff safety 'See it, Say it, Fix it'. Model professional conduct that is consistent with a commitment to deliver safe clinical care. Be accountable for the delivery of safe clinical care. 	<ul style="list-style-type: none"> Respond when staff 'Speak up' for patient and staff safety 'See it, Say it, Fix it'. Create opportunities for staff to learn about safety and quality. Encourage identified opportunities for improvement. Implement business plans, strategic plans and organisational policies and procedures relevant to the delivery of safe care. Actively monitor culture, identify improvement opportunities and ensure they are acted on. 	<ul style="list-style-type: none"> Support the 'SCHHS Safe Care' Framework and strategy. Ensure the review and implementation of contemporary 'Models of Care' in place in your area. Actively communicate the commitment of the delivery of safe clinical care in your area. Ensure that your area has an operational plan, strategies and policies that support safe clinical care. Ensure all leaders have learning opportunities for training in safety and quality improvement systems. Actively monitor culture and identify improvement opportunities and ensure they are acted on. 	<ul style="list-style-type: none"> Actively communicate the commitment of the Board and Executive to the delivery of safe care. Lead the SCHHS towards achieving a just, accountable and learning culture. Ensure the SCHHS has a suite of plans, strategies and policies that support safe care. Create learning opportunities for training in safety and quality improvement systems. Monitor organisational culture and identify and capture improvement opportunities and ensure they are acted on.
Patient safety and quality systems	<ul style="list-style-type: none"> Provide feedback to the HHS when appropriate e.g. participate in patient experience surveys. Consider advocating for, or representing, other patients in focus groups. 	<ul style="list-style-type: none"> Embrace opportunities to learn about safety and quality. Encourage, mentor and guide colleagues in the delivery of safe clinical care. Ensure contemporary knowledge to deliver safe clinical care. Identifying and acting on opportunities for improvement. Comply with regulatory requirements and code of conduct. 	<ul style="list-style-type: none"> Ensure availability of data and information for staff to make informed decisions and support quality assurance and improvement. Review, analyse and monitor actions arising from clinical outcome data and quality performance measures. Understand and take action on clinical risks within their areas. Systematically monitor performance within their areas to ensure the delivery of safe clinical care. Provide feedback to staff on actions taken to reduce identified patient and staff safety risks. Respond to identified concerns and escalation of issues. Engage with staff on all system design issues. Follow through and support open disclosure to patients and families. 	<ul style="list-style-type: none"> Enable the delivery of safe clinical care and monitor regularly. Enable the safety and quality audit program embedded in your area. Ensure availability of reliable data and information to support quality assurance and review within your area. Monitor leader performance and opportunities for improvement. Ensure your area has the following programs in place: <ul style="list-style-type: none"> Quality improvement and measurement Risk management Incident management Open disclosure Feedback and complaints management. 	<ul style="list-style-type: none"> Actively monitor and review all systems for safe clinical care. Implement a systematic audit of safety and quality systems in the whole-of-organisation program. Ensure availability of reliable data and information to support quality assurance/improvement and review across the HHS. Monitor system performance and opportunities for improvement. Enable the following systems and processes: <ul style="list-style-type: none"> Quality improvement and measurement Risk management Incident management Open disclosure Feedback and complaints management.
Clinical performance and effectiveness	<ul style="list-style-type: none"> Consider sharing experiences through patient stories, information sessions, letters, pictures, patient journeys or training sessions for the workforce. 	<ul style="list-style-type: none"> Maintain professional skills, competence and performance. Ensure that specific performance concerns are reported appropriately. Work constructively and collaboratively within the multidisciplinary teams. Take part in clinical, and safety and quality education and training. 	<ul style="list-style-type: none"> Ensure staff in your area are: <ul style="list-style-type: none"> Credentialed and working within their scope of practice. Receive safety and quality education, training and support to do their jobs. Respond in a timely and effective way to indications of clinical underperformance. Work constructively within multidisciplinary teams. Provide appropriate supervision and support to staff when necessary. 	<ul style="list-style-type: none"> Ensure the following process are in place and the clinical workforce are subject to periodic performance review including: <ul style="list-style-type: none"> Credentialing and defining scope of practice Clinical education and training Performance monitoring and management Whole-of-organisation clinical, and safety and quality education and training. Show leadership and commitment to both the conduct and translation of research to generate new knowledge and apply research findings to clinical care. 	<ul style="list-style-type: none"> Ensure the following organisational systems are in place and the clinical workforce are subject to periodic performance review including: <ul style="list-style-type: none"> Credentialing and defining scope of practice <ul style="list-style-type: none"> Clinical education and training Performance monitoring and management Whole-of-organisation clinical, and safety and quality education and training. Show leadership and commitment to both the conduct and translation of research to generate new knowledge and apply research findings to clinical care.
Safe environment for the delivery of care	<ul style="list-style-type: none"> Provide feedback about experiences of the environment of the HHS. Participate in the planning and development of the environment within our health service through participation in Quality Improvement projects. 	<ul style="list-style-type: none"> Identify opportunities to improve the environment. Provide clinical care within the parameters of the environment. 	<ul style="list-style-type: none"> Create an environment that supports delivery of safe reliable care. Staff have access to equipment to deliver safe clinical care. 	<ul style="list-style-type: none"> Ensure that the environment of your area promotes safe clinical care. Provide an environment that is both physically and psychologically safe for staff and consumers including compliance with relevant Australian Standards and Legislation. Ensure environmental risks are monitored addressed and escalated as appropriate. 	<ul style="list-style-type: none"> Ensure that the environment of the HHS promotes safe clinical care. Ensure systems are in place at all levels of the organisation to monitor, escalate and respond to environmental risks. Provide an environment that is both physically and psychologically safe for staff and consumers including compliance with relevant Australian Standards and Legislation.
Partnering with consumers	<ul style="list-style-type: none"> Participate as partners in care to the extent of your choosing eg own care and in organisational design and governance. Participate in the design, conduct and review of research OR change to organisational design, governance and research. 	<ul style="list-style-type: none"> Understand how health literacy might affect the way a consumer gains access to, understands and uses health information. Support patients to share decision making about their own health care, to the extent they choose. Assist access of consumers to their own health information, as well as complaints and feedback systems. 	<ul style="list-style-type: none"> Ensure patients have access to high-quality, easy-to-understand information about healthcare. Collect and review patient experience information as part of quality improvement processes. Create opportunities for consumer involvement in relevant committees and planning opportunities. 	<ul style="list-style-type: none"> Show leadership and commitment to partnerships with consumers. Set up high level policies, procedures and guidelines that support partnerships with consumers. Ensure your area has an effective system for consumer complaints and open disclosure. Create opportunities for consumer involvement in your area. 	<ul style="list-style-type: none"> Show leadership and commitment to partnerships with consumers Set up high level policies and procedures that support partnerships with consumers Ensure the HHS has an effective system for consumer complaints and open disclosure. Create opportunities for consumer involvement in subcommittees of the governing body.