

Operational Plan

2016-2017



ACI

NSW Agency
for Clinical
Innovation

Front cover image: *'Woven Ways'*

'Woven Ways' begins with a deep yellow background representative of a starting point and visual Acknowledgement of Country. Textures and stylised imagery reference the Rock platforms found all over North Sydney. Its warm golden hues pay homage to The Cammeraygal people and The Garigal people, the traditional owners of Northern Sydney and their descendants; while the black provides contrast and represents the catalyst for change.

Large fluid spaces of stained colour lined by blue - grey and white weave across the canvas panels. The white outline defining a space; representing the organisation and outlying service provision. This space develops deeper purple hues only when overlapping the blue grey hues of the space representing the cultural landscape of Indigenous Australia.

These transitions of colour represent the collaboration, reciprocity and cultural understanding needed to achieve significant progress. The overlap of these spaces also representing the end goal, the cultural safety and genuine commitment needed, to bridge and close the gap between these two spaces.

Stylised designs of animals and traditional tools are scattered across each of the panels. They mimic the same transition of colour and visual metaphor when passing through the large overlapping spaces. Their various designs representing the diversity of Australia's Aboriginal Culture.

Encircling the whole image are winding goanna tracks, a visual metaphor for the journey and the many ways it winds before reaching its end. Coloured gold, they represent the strength gained through genuine partnerships and commitment.

When viewed as a whole *'Woven Ways'* is an artwork that responds visually to themes of collaboration, cultural safety and the metaphorical challenges and solutions that must be negotiated to achieve positive health outcomes for all parties involved.

'Woven Ways' was created by Aboriginal Artist, Jessica Birk, in collaboration with ACI staff who contributed to the vision and creation of the artwork.

Jessica Birk is a proud descendant of the Yaegl people of the Northern Rivers of NSW. Jessica was born and grew up within Northern Sydney and harbours a deep love and respect for this this land. Jessica's visual storytelling defines her colourful and layered artworks. These works explore themes of place and belonging, cultural identity and landscape.

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Glossary

| | |
|---------|--|
| AC | Acute Care |
| CE | Chief Executive |
| CI Lead | Clinical Lead |
| CPDI | Clinical Program Design and Implementation |
| CS | Corporate Services |
| PCCS | Primary Care and Chronic Services |
| SACC | Surgery, Anaesthesia and Critical Care |
| SPC | Strategy Planning and Communications |

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 commencing on 1st July 2015. As a service improvement organisation, the focus of all the ACI's activities in our clinical networks, clinical redesign and implementation teams is to work with our colleagues in the 17 local health districts and specialty networks to deliver high quality healthcare.

The Operational Plan 2016/17 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 2016/17 there are 78 operational actions nominated for delivery by the six portfolios, Clinical Lead and Chief Executive.

The ACI Board receives a quarterly progress report on the operational actions nominated for delivery in each quarter.

Strategic Plan 2015 – 2018



Strategic Plan 2015 – 2018 Revised 07.06.2016

| Our Vision | | Better Healthcare: Better Outcomes | |
|---|---|--|--|
| Strategic Themes | Effective Partnerships | Operational Agility | Leading System Improvement |
| Result Statements | Our partners have a strong alliance with ACI and work with us on shared goals with clear responsibilities and outcomes. | We are a flexible and responsive organisation with a culture which inspires action in response to significant and emerging issues. | We are valued for our role in building capability resulting in measurable changes in health outcomes. |
| ...leading to our vision. | Our clinicians, patients, health care partners and the community... | Our processes | Our people have a dynamic and creative environment where they are empowered to work together to design and promote better healthcare. |
| ...the outcomes of which will exceed the expectations of our partners, patients and community... | <p>Connecting people with ideas to make a difference</p> <p>Valued partner in improving healthcare</p> <p>Better health outcomes for all</p> | <p>Effective partnerships</p> <p>Demonstrate a culture and practice of collaboration</p> <p>Align strategic priorities</p> | <p>Performance Measures</p> <ol style="list-style-type: none"> 1. Website and social media usage. 2. Satisfaction score – access to ideas to make a difference. 3. Partner experience – improving healthcare. 4. Percentage of projects with improved clinical outcomes. 5. Percentage of projects which have undertaken health impact assessment for priority populations. 6. Partner experience – collaboration. 7. Partner experience – strategic priority alignment. 8. Agility assessment score. 9. Percentage of projects with identified health outcome measures. 10. Redesign capability development score. |
| ...to facilitate quality health care.... | <p>Operational agility</p> <p>Demonstrate responsiveness and flexibility in the way we work</p> | <p>Leading system improvement</p> <p>Develop and support a health outcomes approach</p> <p>Enhance the capability for system wide redesign</p> | <p>Strategic Initiatives</p> <ol style="list-style-type: none"> 1. Review and evaluate partnerships through a rolling annual cycle. 2. Ensure all ACI projects and activities seek to close the gap in health outcomes for Aboriginal people and improve the health outcomes of other priority populations. 3. Establish relationships and work programs with Primary Health Networks. 4. Work in partnership with e-health to provide clinical leadership and expertise to inform the ICT agenda and activities. 5. Align our work with CEC to co-ordinate our activities in the LHDs. 6. Demonstrate a responsiveness to LHDs by working with them and other service providers on agreed priorities. 7. Implement a comprehensive strategy for organisational agility designed to make time, space and resources available to support rapid responses to changing system needs. 8. Develop an approach for defining and collecting health outcomes and an assessment of value-based healthcare. 9. Enhance and progress the ACI's strategy for reducing unwarranted clinical variation. 10. Promote and undertake research in large system changes. 11. Implement a model for consumer co-design. 12. Continue to build local capability in redesign, innovation and sustained improvement. |
| ...and invest in our people and the tools they need... | <p>An inspiring place to work and innovate</p> <p>Attract and encourage skilled people keen to make a difference</p> <p>Invest in our people</p> <p>Promote a vibrant learning culture</p> <p>Strengthen communication and involvement</p> | <p>Performance Measures</p> <ol style="list-style-type: none"> 11. Staff, network executive and working groups engagement. 12. Staff, network executive and working group experience – invest in our people. 13. Staff, network executive and working group experience – ACI culture. 14. Staff, network executive and working groups experience – satisfaction with communication and involvement. | <ol style="list-style-type: none"> 13. Utilise the Performance and Professional Development Framework to identify and further develop capability, foster career progression and promote workforce planning. 14. Develop strategies to identify new models to broaden clinical engagement. 15. Implement and evaluate the Reward and Recognition program. 16. Develop and implement programs to promote exchange of knowledge and shared learning. 17. Implement the Marketing and Communication Plan. 18. Develop and align planning cycle and business processes. |
| ...we will maximise the use of our financial resources... | <p>Optimise use of our resources</p> | <p>Performance Measures</p> <ol style="list-style-type: none"> 15. Net result. | |
| Aligned with ACI's purpose and values... | | | |
| <p>Purpose: The ACI works with clinicians, consumers and managers to design and promote better healthcare for NSW</p> <p>Core Values: Collaboration Openness Respect Professionalism Innovation</p> | | | |

Collaboration. Innovation. Better Healthcare.

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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 | |
|---|---|--|--------------------------------|--|
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 1 | Review and evaluate partnerships through a rolling cycle | <ul style="list-style-type: none"> Review and evaluate partnership activities with LHDs | 3 | CE |
| 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 | <ul style="list-style-type: none"> Implementation of Cultural Competency Facilitator Program Develop and implement an Aboriginal workforce recruitment and retention plan Develop resources and strategies that improve outcomes for Aboriginal and Torres Strait Islander Communities: <ul style="list-style-type: none"> Complete and publish evaluation of the 'One Deadly Step' Project Cultural appropriate and competent for pain management resources Work in partnership with Aboriginal communities to implement IROC resources (<i>respiratory</i>) | 1 2 2 3 2,4 | PCCS/CE CS PCCS AC PCCS/AC |

Focus Area Two: Our processes

| | | | |
|------------------------------|---|-------------|----------------------|
| Strategic Theme | Effective partnerships | | |
| Results Statement | <i>Our partners have a strong alliance with ACI and work with us on shared goals with clear responsibilities and outcomes</i> | | |
| Strategic Objective | <i>Demonstrate a culture and practice of collaboration</i> | | |
| Strategic Initiatives | Operational Actions 2016-17 | Qr | Director |
| 3 | <p>Establish relationships and work programs with Primary Health Networks</p> <ul style="list-style-type: none"> Work in partnership with LHNs, PHNs and other stakeholders to build capacity to implement Patient Centred Medical Homes in NSW: <ul style="list-style-type: none"> Support statewide PCMH Community of interest Launch online website/online resource centre Scope capability development program | 1 2 3 | PCCS PCCS PCCS |
| 4 | <p>Work in partnership with eHealth to provide clinical leadership and expertise to inform the ICT agenda and activities</p> <ul style="list-style-type: none"> Work in partnership with e-health to progress development of clinical pathways in EMR [Hip #, Cardiac, Renal, Stroke and Respiratory] Work in partnership with e-health to progress ACI Lead Clinical Projects [EIS, shortstay discharge, image capture repository] | 2,4 2,4 | AC/SACC SACC /AC |

Focus Area Two: Our processes

| Strategic Theme | | Effective partnerships | | | |
|-----------------------|---|---|-------------|----------------------|----------|
| Results Statement | | <i>Our partners have a strong alliance with ACI and work with us on shared goals with clear responsibilities and outcomes</i> | | | |
| Strategic Objective | | <i>Align Strategic Priorities</i> | | | |
| Strategic Initiatives | | Operational Actions 2016-17 | | Qr | Director |
| 5 | Align work programs with our Pillar partners to demonstrate a co-ordinated approach to delivery of programs in the LHDs | <ul style="list-style-type: none"> Establish a mechanism for scoping project requests from LHDs to clarify and coordinate activities with the CEC | 1 | CE/SPC | |
| | | <ul style="list-style-type: none"> Lead a partnership with MoH and other pillars (CEC, Cancer Institute) to scope an over-arching Model of Care for consumer engagement and enablement in chronic disease: <ul style="list-style-type: none"> Complete evidence check Scope and draft Model of Care | 1 3 | PCCS PCCS | |
| | | <ul style="list-style-type: none"> Collaborate with pillar partners to build capability in LHDs in using data to inform strategy and service improvements using the NSW Health Analytics Framework | 3 | CPDI | |
| 6 | Align work programs with LHDs and other service providers to work together on agreed priority programs | <ul style="list-style-type: none"> Support LHDs with implementation of the ICU/HDU model of care <ul style="list-style-type: none"> Update on progress with Stage 1 Progress with Stage 2 Update on progress with stage 2 | 2 2 4 | SACC SACC SACC | |
| | | <ul style="list-style-type: none"> Support LHDs with implementation of bundling of OT efficiency guidelines, # hip minimum standards and emergency surgery guidelines <ul style="list-style-type: none"> Update on progress | 2,4 | SACC | |
| | | <ul style="list-style-type: none"> Report progress on agreed and supported LHD priority projects [commencement and completion] | 1,2, 3,4 | AC/PCCS SACC/CPDI | |

Focus Area Two: Our processes

| Strategic Theme | | Operational Agility | | | |
|----------------------------|---|--|---|----------------------|----------|
| Results Statement | | <i>We are a flexible and responsive organisation with a culture which inspires action in response to significant and emerging issues</i> | | | |
| Strategic Objective | | <i>Demonstrate responsiveness and flexibility in the way we work</i> | | | |
| Strategic Initiatives | | Operational Actions 2016-17 | | Qr | Director |
| 7 | Implement a comprehensive strategy for organisational agility designed to make time, space and resources rapid responses to changing system needs | <ul style="list-style-type: none"> Develop and pilot an organisation wide skills matrix to support the portfolios in the delivery of improved patient outcome work Define and develop a new 'operational model' for the ACI as a mechanism for responding to working on LHD priorities Create capacity in all portfolios by applying a range of strategies to realign network activities including application of prioritisation 'Making Choices' framework | 2 | CPDI | |
| | | | 2 | CPDI/SPC | |
| | | | 2 | AC/PCCS SACC/CPDI | |

Focus Area Two: Our processes

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|------------------------------|---|---|---|---|
| Strategic Theme | | Leading System Improvement | | |
| Results Statement | | <i>We are valued for our role in building capability resulting in measurable changes in health outcomes</i> | | |
| Strategic Objective | | <i>Develop and Support a Health Outcomes Approach</i> | | |
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 8 | Develop an approach for defining and collecting health outcomes and an assessment of value-based healthcare | <ul style="list-style-type: none"> • Contribute to the identification, development and review of ICHOM standard outcome sets • Develop enabling tools and strategies that underpin health outcomes based-programs <ul style="list-style-type: none"> ○ Develop educational resources, define key messages and program components ○ Leverage from and align resources from the ACI PROMs program to health outcomes measurement • Review current health outcome measurement approaches in the ACI to assess opportunities to align/integrate into the measuring health outcomes program • Build on the Measuring Outcomes Data Collection & Storage Report to develop a framework for the use of data to support measuring health outcomes • Review progress in pilot health outcomes projects in the clinical networks (Renal, Prostate, Nutrition) | <p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> | <p>CE</p> <p>CE</p> <p>CE</p> <p>CE</p> <p>CPDI</p> <p>CE</p> |

Focus Area Two: Our processes

| Strategic Theme | | Leading System Improvement | | |
|-----------------------|---|---|-----|----------|
| Results Statement | | <i>We are valued for our role in building capability resulting in measurable changes in health outcomes</i> | | |
| Strategic Objective | | <i>Develop and Support a Health Outcomes Approach</i> | | |
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 9 | Enhance and progress the ACI's strategy for reducing unwarranted clinical variation | <ul style="list-style-type: none"> Document an approach/framework for ACI to assess and address identified UCV (based on work to date) | 2 | CPDI |
| | | <ul style="list-style-type: none"> Respond to reported clinical variation to identify strategies for improvements in patient care including COPD, CHF and community acquired pneumonia, stroke | 2,4 | AC/CPDI |

| Strategic Objective | | <i>Enhance the capability for system wide redesign</i> | | |
|-----------------------|--|--|----|----------|
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 10 | Promote and undertaken research in large system change | <ul style="list-style-type: none"> Undertake significant research into how ACI implementation is conducted | 3 | CPDI |
| 11 | Implement a model for consumer co-design | <ul style="list-style-type: none"> Build ACI capability by using the co-design methodology to two ACI projects | 3 | CPDI |
| 12 | Continue to build local capability in redesign, innovation and sustained improvement | <ul style="list-style-type: none"> Develop a skills matrix approach to supporting LHD/PHN local capability with CEC | 4 | CPDI |

Focus Area Three: Our consumers, clinicians and staff

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|------------------------------|--|---|--------------------|--------------------------|
| Strategic Theme | An inspiring place to work and innovate | | | |
| Results Statement | <i>Our people have a dynamic and creative environment where they are empowered to work together to design and promote better healthcare</i> | | | |
| Strategic Objective | <i>Attract and encourage skilled people keen to make a difference</i> | | | |
| Strategic Initiatives | Operational Actions 2016-17 | Qr | Director | |
| 13 | Utilize the Performance and Professional Development Framework (PPDF) to identify and further develop capability, foster career progression and promote workforce planning | <ul style="list-style-type: none"> Develop an implementation plan for the Performance and Professional Development Framework as a component of the recommendations from the Workforce Plan | 1 | CE |
| 14 | Develop strategies to identify new models to broaden clinical engagement | <ul style="list-style-type: none"> Supporting the Executive Medical Directors forum to engage senior medical staff and management across NSW Establish a Clinical Genetics Network Set up a chronic care for aboriginal people practitioners forum Respond to review of NSW Kids and Families | 1,4 1 2 2 | CPDI AC PCCS CE |

Focus Area Three: Our consumers, clinicians and staff

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|------------------------------|--|---|-----------|-----------------|
| Strategic Theme | | An inspiring place to work and innovate | | |
| Results Statement | | <i>Our people have a dynamic and creative environment where they are empowered to work together to design and promote better healthcare</i> | | |
| Strategic Objective | | <i>Invest in our people</i> | | |
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 15 | Implement and evaluate the Reward and Recognition Program | <ul style="list-style-type: none"> Review Reward and Recognition Program to implement any changes in the program identified in the evaluation of it in its first year of operation | 2 | CE |
| Strategic Objective | | <i>Promote a Vibrant Learning Culture</i> | | |
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 16 | Develop and implement programs to promote exchange of knowledge and share learning | <ul style="list-style-type: none"> Establish an alumni of CHR and CLP graduates in conjunction with CEC | 3 | CPDI |
| Strategic Objective | | <i>Strengthen Communication and Involvement</i> | | |
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 17 | Implement the Marketing and Communications Plan | <ul style="list-style-type: none"> Review SPC work plan and establish operating model to optimise business partnering with portfolios | 2 | SPC |

Focus Area Four: Our financial stewardship

Strategic Theme: An inspiring place to work and innovate

| Strategic Objective | | <i>Optimise use of our resources</i> | | |
|-----------------------|---|---|----|----------|
| Strategic Initiatives | | Operational Actions 2016-17 | Qr | Director |
| 18 | Develop and align planning cycle and business processes | <ul style="list-style-type: none"> Identify recommendations in the Customer Relations Management Business Case for implementation | 2 | CS |
| | | <ul style="list-style-type: none"> Implement a library of 'system applications' used across the organisation to inform and promote workforce agility | 1 | CS |
| | | <ul style="list-style-type: none"> Build IT roadmap to identify and consolidate system applications in the short, medium and long term | 3 | CS |