



Merri Health

Better Care and Services Framework



Merri Health
Healthcare that moves with you

About Merri Health's Better Care and Services Framework



We strive to enrich diverse communities through the provision of high quality, safe healthcare and support services. Fundamental to such excellence is a robust and integrated clinical governance system known as the Merri Health 'Better Care' Framework.

This framework uses the Safer Care Victoria, Department of Health and Human Services legislation and policy and applicable accreditation requirements. It is designed to ensure all people and consumers at Merri Health understand how we achieve high quality and safe healthcare and support services, and what everyone's role is in achieving this.

Our quality governance framework of 'Better Care' is built on Merri Health's vision and values, working to support the organisation to achieve its Strategic Direction 2018-2020. Our promise is to provide an **outstanding customer experience through genuine relationships, positive outcomes and community presence.**

Our quality governance framework helps us:

- > Define what it means to receive high quality care and services at Merri Health.
- > Be accountable for ensuring we provide safe and quality care services to our consumers, their families and their carers so they experience the best possible care at Merri Health.
- > Express these aspirations and actions as an 'Outstanding Customer Experience' in line with our promise and values.

There are three [3] components to the Merri Health Quality of Care Framework:

1. **Our purpose** – to provide an outstanding customer experience through genuine relationships, positive outcomes and community presence.
2. **The people** who create and support our purpose.
3. Our **Better Care Pillars and systems** that provide a platform for our people to create and support the delivery of an outstanding customer experience for every customer, every time.

Who is responsible?

Everyone at Merri Health is fundamental to delivering our promise to the community: our clients, their families, carers, volunteers, and staff have a role to play in providing an outstanding quality experience supported by effective high quality and safe governance systems. Our staff achieve this by always striving to work at their best: reflecting on their current model of care, and exploring new ways to improve care in line with our values.

Better Care in practice



Consumer



Frontline staff



Managers & Executive



Board of Directors



- > Partners in the delivery of care.
- > Confident that staff and the organisation will deliver high quality care.

- > Work in teams and with customers to deliver and continuously improve safe, high quality care.
- > Maintain their skills and performance.
- > Be confident their colleagues and Merri Health will support them to deliver high quality care.

- > Lead and coordinate the workforce and implement well designed systems for the delivery of care.

- > Establish strategic and policy frameworks.
- > Lead organisational culture.
- > Oversee management performance.
- > Monitor organisational performance.
- > Ensure organisational accountability.

Merri Health's Better Care Pillars



Supporting domains

Leadership and culture	Consumer partnerships	Risk management	Workforce	Clinical practice
Strategic and operational leadership.	Consumer, family and carer engagement and participation.	Quality and risk management system.	Skilled, focused, effective and accountable workforce.	Research, evidence-based care and service system.

Merri Health values



How are we achieving this?

Quality healthcare

Better Care promise

Safe.

You are safe with us.

Investing in technology infrastructure, people and support services to ensure care and services are designed and delivered to minimise risk and harm.

- > We will minimise key risks to our consumers by adhering to robust standards and policies.
- > We will pro-actively provide a safe environment for our consumers through our knowledge, experience, diversity training policies and action plans.
- > We will implement and practice established procedures and systems that support safer care.
- > We will respond because it drives safe practices by staff thinking and acting without being prompted.
- > We will innovate by investing in knowledge and self-development.
- > We will meet legislative and regulatory requirements.

Effective.

Building and maintaining genuine relationships and positive outcomes ensures that our care and services are provided at the right time, it is the right care and has the right outcomes, using the best available practices.

- > Our consumers will receive the care they need, to enable the best possible outcome which is provided by the most appropriate care provider.
- > Care and services are delivered using evidence-based practice tailored to meet the care needs of each individual.
- > We identify and respond to opportunities through evaluation and planning of our care and services.
- > We ensure all first contact officers across the organisation are well trained and appropriately skilled to provide a great experience for our customers.
- > We are motivated allowing us to be responsive and a positive team player in the effective care of our clients, their families and carers.

Person centred.

Building and maintaining genuine relationships ensures our care and services are designed and delivered in a manner that provides for inclusive and individualised care and services.

- > We will respect because it drives person-centred practices through fostering a culture of inclusiveness and trust.
- > Health information needs will be communicated in ways that respond to individual client needs and are readily accessible.
- > Clients will be supported and empowered to participate in all processes relevant to their care to provide choice and control over their health and wellbeing.
- > We design our access and coordination points to be person-centric.
- > We ensure the service/care provided is relevant to each individual.

Coordinated.

Community presence and engagement enables a care journey that is accessible, timely, consistent and coordinated.

- > We will provide a single-point of entry with a no wrong door approach for our clients.
- > Our processes identify key risks to coordinated and effective care through the customer journey.
- > All staff and customers work together to develop a common understanding and coordinated implementation of care needs and preferences.
- > We will engage because it creates connectedness which builds effective and productive working relationships and connections.

How are we supporting this?

There are five [5] domains supporting Merri Health to provide safe, quality care and services and an outstanding consumer experience. These domains are interrelated and are integrated into our governance systems.

1. Leadership and culture

- > Clear strategic vision from directors, executive and senior management.
- > Organisational alignment in achieving high quality goals.
- > Board endorsed values that promote a culture of safety and quality.
- > Employee autonomy and 'just' culture.
- > Quality and safety is considered in business making decisions.
- > Continually seek benchmarking opportunities.
- > Formal and informal leadership development programs.
- > Performance review processes linked to our MERRI values.
- > Culture of quality, safety and resilience which embraces and adapts to the changing environment.

2. Consumer partnerships

- > Executive "champion" and dedicated coordinator to develop policies, integrated engagement and participation mechanisms through all levels.
- > Employee training and support to effectively engage with consumers.
- > Built-in opportunities for consumers to initiate engagement.
- > Informed consent, health care rights and responsibilities and open disclosure processes.
- > Support for shared decision-making.
- > Consumer representation on board committees.
- > Consumer advisory committee.
- > Diversity is embraced and celebrated.
- > Feedback and input processes.
- > Maintaining a consumer participation register.

3. Quality and risk management

- > Risk register framework and review which is Executive and Board Governed.
- > Board endorsed Quality Improvement Framework.
- > Continuous quality improvement plan policy and procedures.
- > Divisional plans include improvement activities around quality and safety.
- > Board endorsed Better Care Framework and action plan.
- > Incident reporting framework.
- > Risk management system identifying trend reports and root cause analysis.
- > Information flow provides quality indicator data to all levels of the organisation.
- > Safety culture measurement and review.

4. Workforce

- > Individual performance reviews.
- > Learning and development framework.
- > Recruitment and selection framework including individual position descriptions.
- > Performance management policies and procedures.
- > Structured orientation and induction process.
- > Employee engagement survey.
- > Capability 'values-driven' matrix embedded in employee recruitment.
- > Use of effective change model.
- > Clear accountability and ownership of quality by all employees.

5. Clinical practice

- > Evidence-based clinical care standards.
- > Mandated learning and development programs.
- > Comprehensive clinical supervision and monitoring.
- > Support for clinical lead positions and development.
- > Multidisciplinary team meetings.
- > Scope of Practice monitoring and governance oversight.
- > Research and trial different models of care.
- > Commitment to clinical student placements.
- > Collect analysis and evaluate data.

Our role in providing **Better Care and services**

Consumer

- > At the centre of care and services, consumers participate in their care and treatment.
- > Participate in a system-wide quality and safety improvement.
- > Provide feedback, ideas and personal experience to drive change.
- > Advocate for client safety to support the best possible outcomes for themselves and others.

Volunteers

- > Create positive consumer experiences.
- > Contribute to an outstanding consumer experience through supporting those we care for.
- > Adhere to standards, policies and procedures.

Frontline staff

- > Understand they have the greatest impact on customer experience as they shape the quality of care and experiences.
- > Need to go beyond compliance to pursue excellence in care and services.
- > Speak up raise concerns and issues, and share information and learnings regarding clinical safety promoting a culture safety, transparency, teamwork and collaboration.
- > Regularly update their skills and knowledge to provide and support the best care and services possible.
- > Work with care standards, policies and protocols.

Clinical leaders/managers

- > Required to understand the challenges and complexity of providing consistently high quality care and support staff through a culture of safety, transparency, accountability, teamwork and collaboration.
- > Actively identify, monitor and manage key areas of risk and lead escalation and respond where safety is compromised as well as improvements.
- > Provide a safe environment for both staff and consumers.
- > Be skilled in people management, fostering productive and open cultures and promoting multidisciplinary team work.
- > Provide useful performance data and feedback to their clinicians and relevant committees and engage clinicians to take actions in response.

CEO and Executive

- > Visible leadership and commitment in delivering and supporting the strategic direction for quality care and services.
- > Create a safe, open and resilient culture that empowers staff to speak up and be responsive to change.
- > Regularly reporting and accountability to the board with internal and external data on clinical risks, care processes and outcomes and areas for improvement and progress towards quality excellence for care and services.
- > Timely and accurate reporting to regulators, partners, and funding bodies on compliance, clinical risks and areas of improvement.

Merri Health Board of Directors

- > Are accountable for the safety and quality of care and services provided by Merri health as well as fiscal visibility and sustainability of services.
- > Setting a clear vision, strategic direction and 'just' organisational culture that drives consistently high quality care and facilitates effective employee and consumer engagement and participation.
- > Ensuring it has the skill set, composition, knowledge and training to actively lead and pursue quality and excellence in healthcare.
- > Understanding key risks and ensuring controls and mitigation strategies are in place to mitigate them.

What is needed to achieve Better Care?

We need to have effective systems and processes in place which are monitored and reviewed and work together with shared purpose and goals.

To accompany the framework a 12-month organisation-wide implementation plan has been developed for each pillar based on analysis of our current systems and improvement initiatives. New strategies and measures will be developed and implemented where there are gaps in the strategies.



Why do we need this framework?

Because it's fundamental to delivering our promise to the community. We provide you with an outstanding customer experience, through genuine relationships, positive outcomes and community presence.

Quality: we deliver great service	Satisfaction: we are positively regarded	Access: we reach more people
<ul style="list-style-type: none"> > Reduced preventable incidents > Accreditation /legislative compliance > Innovative problem solving > Monitoring, review & action to ensure safe, effective, person-centred & coordinated care for every person, every time > Improved service planning, delivery & evaluation 	<ul style="list-style-type: none"> > Active participation [co-design] > Reach & work with hard-to-reach communities > Community empowerment enhancing client choice & diversity > Client directed care > Engaged membership 	<ul style="list-style-type: none"> > Community has trust in the quality of our service > Safe & effective access to care & services > Services are easier to access > Priority groups are able & willing to access services > Live more independently
Financial: we run a great business	Community: we have community support	Partners: we have willing partners
<ul style="list-style-type: none"> > Attract more customers > Quality driven care & services demand funding > Enhanced information reinvestment priorities & strategies > Achieve long-term sustainability 	<ul style="list-style-type: none"> > Positive experience for clients, employees & stakeholders > Positive feedback culture > Attract & retain highly skilled & passionate workforce > Confidence & trust of funders > Positive health outcomes > Diversity is embraced 	<ul style="list-style-type: none"> > Valuable & successful partnership endeavours > Align workforce, culture & clinical governance. > Sharing knowledge & experience > Connect with other people to ensure service relevance