



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 services. Fundamental to such excellence is a robust and integrated clinical and quality governance system known as the Merri Health Better Care and Services Framework.

This framework uses the Safer Care Victoria, Department of Health and Human Services community 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 services, and what everyone's role is in achieving this.

Our quality governance framework of Better Care and Services is built on Merri Health's vision and values, working to support the organisation to achieve its Strategic Direction 2020-2025. 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 a high quality and exceptional service at Merri Health.
- > Be accountable for ensuring we provide safe and quality services to our consumers, their families and their carers so they experience the best possible service 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 and Services 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 and Services Pillars and systems** that provide a platform for our people to create and support the delivery of an outstanding experience for every person, every time.



## Better Care & Services Framework terms

- > The term 'service' relates to all services offered by Merri, including but not limited to healthcare, partnerships, advocacy and support.
- > The term 'consumer' includes all those who receive a service through Merri.
- > The term 'practitioner' refers to all those working with our consumers, including but not limited to clinicians, health and community engagement professionals, support workers, project officers and peer workers.

## Who is responsible?

Everyone at Merri Health is fundamental to delivering our promise to the community: our consumers, 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 service, and exploring new ways to improve services in line with our values.

### Better Care in practice



#### Consumer



#### Frontline staff



#### Managers & Executive



#### Board of Directors



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

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

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

- > 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**

Strategic and operational leadership.

**Consumer partnerships**

Consumer, family and carer engagement and participation.

**Risk management**

Quality and risk management system.

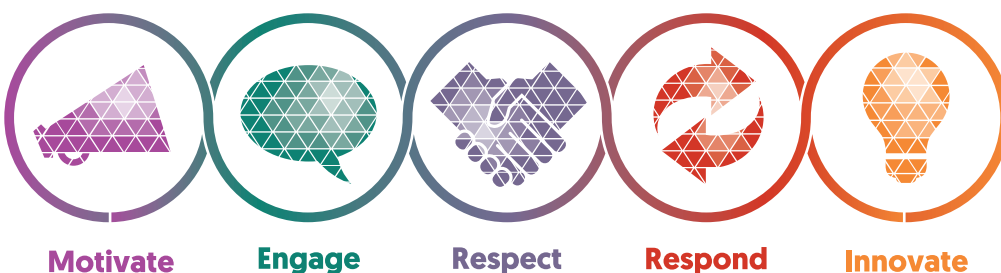
**Workforce**

Skilled, focused, effective and accountable workforce.

**Best practice**

Research, evidence-based care and service system.

## Merri Health values



# How are we achieving this?

## Quality healthcare & service Better Care and service promise

### Safe.

You are safe with us.

Investing in technology infrastructure, people and support services to ensure 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 services.
- > 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 or service, and has the right outcomes using the best available practices.

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

### Person centred.

Building and maintaining genuine relationships ensures our 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 consumer needs and are readily accessible.
- > Consumers 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 provided is relevant to each individual.

### Coordinated.

Community presence and engagement enables a service journey that is accessible, timely, consistent and connected.

- > We will provide a single-point of entry with a no wrong door approach for our consumers.
- > Our processes identify key risks to coordinated and effective service through the consumer journey.
- > All staff and customers work together to develop a common understanding and coordinated implementation of care and service needs.
- > 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, consumer 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 processes.
- > Maintaining a consumer participation register for diversity of voice.

## 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 and Services 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. Best practice

- > Using evidence-based clinical standards where applicable.
- > Mandated learning and development programs.
- > Comprehensive practitioner 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 service-based student placements.
- > Collect analysis and evaluate data.

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

## Consumer

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

## Volunteers

- > Create positive consumer experiences.
- > Contribute to an outstanding consumer experience through service and support.
- > Adhere to standards, policies and procedures.

## Frontline staff

- > Understand they have the greatest impact on consumer 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 service 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 service standards, policies and protocols.

## Leaders/managers

- > Required to understand the challenges and complexity of providing consistently high quality care and standards, 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 practitioners and relevant committees and engage practitioners 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 service and clinical risks, care processes and outcomes and areas for improvement and progress towards quality excellence for 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 services, 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 and Services?

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