The Journey to Target Zero

Recommendation Action Plan
turning “Duckett” into lives

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Partnering with consumers
Support health services to prioritise and improve safety and quality

Partnering with clinicians
Strengthen clinical governance, lead clinician engagement and drive QI
Provide advice and support health services to address Q&S concerns

Stewardship and support
Review health service performance, to improve safety and quality
Lead Victoria’s contribution in national accreditation and care standards
Undertake research and coordinate guidelines

System improvement, innovation and leadership
Lead clinical networks to reduce variation and coordinate improvement
Reduce avoidable harm through coordinated safety systems

Office of the Chiefs
High quality healthcare is ……

**Safe:** Avoids harm to patients.

**Effective:** Provides evidence-based care based to all who could benefit, and not to those not likely to benefit.

**Patient-centred:** Provides care that is respectful of and responsive to individual patient preferences, needs, and values; ensuring the patient guides decisions.

**Timely:** Reduces waits and sometimes harmful delays.

**Efficient:** Avoids waste, including of equipment, supplies.

**Equitable:** Provides care that does not vary in quality because of personal characteristics.

*US Academy of Sciences*
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*US Academy of Sciences*
high performing hospitals.....

have specific and quantified goals for improving care
use systematic, transparent measurement and reporting of progress
use an established method of quality improvement (in a sustained manner)
have clinical leadership, teamwork and engagement at all levels
have a culture in which patient care quality and safety are valued
continually reduce fear in the workforce
use the workforce to design and re-design work and processes
have a commitment to listening and learning from patients and carers

Improving quality in the English NHS. King’s Fund 2016
An educational tool for individual surgeons

- Provides a high-level overview of mortality
- Provides insights into care deficiencies

Too imprecise to drive improvement

Not associated with better outcomes overall

Not useful to system managers

(VASM 2016-17 Report)
Cases where the death was considered preventable (VASM 2016-17)

8 fewer deaths, reduction by 75%
Cases where the death was considered preventable (VASM 2012-17)

35 fewer deaths
“Knowing is not enough; we must apply. Willing is not enough; we must do.”

Goethe
Using data to improve

aggregate hospitals

![Graph showing CLABSI rates per 1000 central line days from 2008/09 to 2016/17. The CLABSI rate is relatively stable at around 1.5 per 1000 central line days, with a slight increase in 2008/09.]
Using data to improve

aggregate hospitals

CLABSI (per 1000 central line days)

Year

Using data to improve

individual hospitals

CLABSI (per 1000 central line days)

Year

Victorian perinatal services performance indicators
2016–2017
Benchmarking Perinatal Care

Percentage of women with a severely growth-restricted baby who gave birth at 40 or more weeks (FGR)

Percentage of term infants without congenital anomalies with an Apgar score < 7 at 5 minutes (Apgar)

Better FGR
Better Apgar
Poorer Apgar
Poorer FGR

Casey Hospital

2013-14
2014-15
2015-16
2016-17
The three eras of healthcare: from heroism to professionalism

Don Berwick

Era 1: the age of heroism

Era 2: the age of accountability
- using measurement to drive compliance
- creates professional anger and community distrust
- leads to loss of information and “gaming”
- remains the dominant era
- doesn’t work

Era 3: the age of professionalism
we are in era 2
reaching era 3: the age of professionalism

release the workforce from eras 1 and 2 (backdown from metrics a little)

stop excessive measurement

know your own outcomes (strengths and weaknesses)

share data openly

set ambitious outcome (quality) targets

focus on improvement science

increase patient authority and engagement

[Image: A balance beam illustrating compliance (external measurement) and culture (intrinsic motivation) in equilibrium.]
Quality as a business strategy

Creating the desire for continuous improvement

Creating a respectful environment

Providing encouragement – celebrating success and failure

Promoting cooperation – no hospital is an island

Creating skills in methods and implementation

Making improvement our day job

........ a little kindness ........
Outstanding healthcare for all Victorians. Always.