



ST VINCENT'S
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

Inspired to Care

Our Mission

As a Catholic health care service we bring God's love to those in need through the healing ministry of Jesus. We are especially committed to people who are poor or vulnerable.

Our Creed

We believe in the dignity of all people because each one is created in God's image. We are committed to justice and compassionate care for all.

Our Vision

We lead through research driven, excellent and compassionate health and aged care.

Our Values

Compassion
Justice
Integrity
Excellence

2016



Message from the CEO

In talking to staff around Australia many express to me the inspiration they feel from the mission of St Vincent's Health Australia, from their colleagues and from our history as an organisation.

Many of you will remember the phrase "Caritas Christi Urget Nos" this is the motto of the Sisters of Charity, it translates to English in many ways but one of the translations is "The Love of Christ inspires us" and in talking to staff this resonates with many of our team.

The Inspired to Care program aims to further embed the principles of person centred care which have been co-designed by our staff. One of the goals of the program is to inspire our colleagues through stories of success and healing but also to hear stories about when our delivery of care has not been achieved the way we thought or hoped that it would.

A team member who has inspired me recently is Melanie Hill, a graduate midwife from St Vincent's Private Hospital Melbourne.

Last year, Melanie spent six months working in South Sudan to help mothers in one of the toughest communities in the world give birth safely and successfully. She loved it so much that she is going back again this year to spend time acting as a midwife in a community many of us would be too scared to walk into. Melanie has understood deeply the meaning of the healing ministry of Jesus and is taking her skill and training to Sudan because she has been inspired to care. Because we were so inspired by her story we are supporting the health service she is working with through a donation of \$50,000 dollars to help them deliver even better health outcomes.

A PATIENT'S STORY

I was born over the road at St Vincent's Maternity Hospital (Melbourne) on 2 March 1941. My wife, her seven siblings, my two siblings and the first two of our five sons were also born there.

For the next 73 years I was only ever a casual visitor to a hospital.

All that changed in 2013 when I was diagnosed with heart disease and colon cancer on the same day. I was now facing my own mortality and for the first time in my life I really had to think about it. I have nothing but praise for the doctors and nurses who have looked after me. Every one of them in their own way inspired me to keep going.

There is a warmth and compassion in the patient, medical staff interaction that seems to me to flow from St Vincent's Mission, Creed, Vision and Values, into patient care and interaction. It is living Christianity and it is genuine.

I have nothing but praise and gratitude to the doctors, nurses and pastoral carers at St Vincent's. I will be forever grateful for the care, compassion and humour I have enjoyed there. I hope I am given enough time to make a meaningful contribution to the continued development of St Vincent's through the Peregrine Foundation and after I am gone I have every confidence that my sons will continue to do so.

Barry J Woods

20 March 2016
Patient at St Vincent's
Private Hospital Fitzroy

Inspired to Care and enVision 2025

As a Catholic health care service we bring God's love to those in need through the healing ministry of Jesus. We are especially committed to people who are poor or vulnerable.

enVision 2025 is the strategic roadmap for how SVHA will deliver on its priorities for the next 10 years. The Inspired to Care program has been endorsed by the Board and Trustees as one of the four organisational development priorities aimed at achieving the goals of enVision 2025.

Formation For All – “Inspired to Serve”

Developing leadership capability – “Inspired to Lead”

Employee safety – “Inspired to Shine” and

Care experience – “Inspired to Care”

The branding for the four organisational development priorities was developed following extensive research commissioned by SVHA which included approximately 120 SVHA stakeholders across all our facilities.

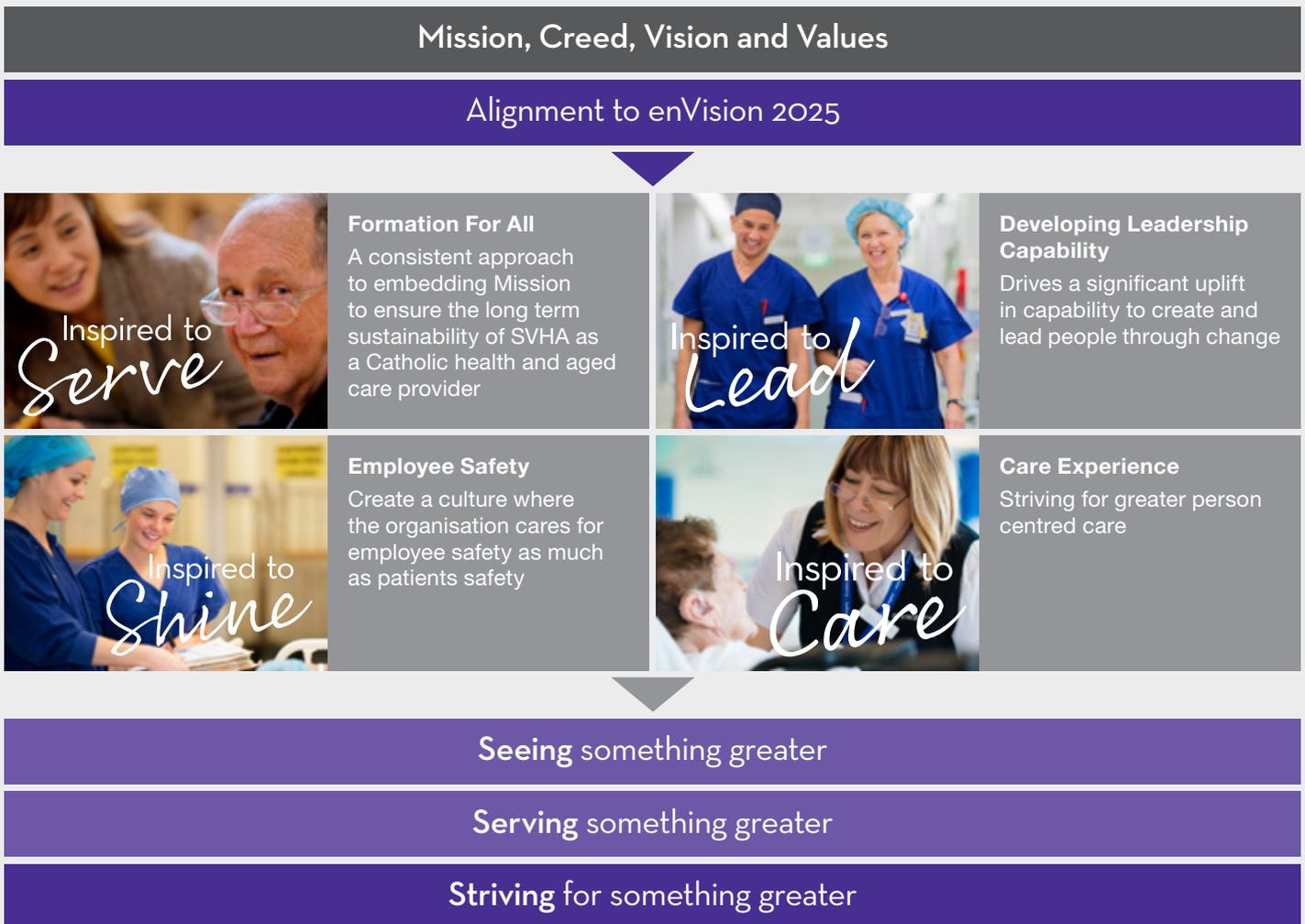


Figure 1

What is *Inspired to Care*?

The Inspired to Care program is the tangible expression of our Mission, Creed, Vision and Values. The Inspired to Care program aims to embed the principles of person centred care which have been co-designed by our staff.

The person centred care principles put the care and wellbeing of patients, residents, their families and carers at the centre of everything we do. There is a growing body of evidence that demonstrates a link between good consumer experience and high quality health care including an association between enhanced consumer experience and:

- reduced readmission rates
- reduced health care associated infections
- improved delivery of preventive care services
- improved adherence to treatment regimens, and
- improved functional status¹.

It's our aim that the person centred care principles become the way in which our Mission, Creed, Vision and Values are brought to life in everything that our patients, residents and their families experience with us. By achieving this outcome we will have a unique culture that distinguishes us from our peers and is fully aligned to what St Vincent's Private Hospital (SVHA) stands for.

1. Australian Commission on Safety and Quality in Health Care: Quality Improvement Guide for implementing the National Safety and Quality Health Service Standards. Standard 2: Partnering with Consumers.



Figure 2

Figure 2. In September 2015, 70 senior representatives from across the SVHA Public, Private and Aged Care divisions came together to designing the principles of person centred care.

Figure 3

TO EMBED THESE PRINCIPLES	WE WILL FOCUS ON THESE AREAS	
<p>WE FEEL WELCOME</p> <p>Ensure our patients, residents and their families feel welcome in a way that distinguishes us from our peers and is aligned with our Catholic tradition.</p>	<ul style="list-style-type: none"> • we are equipped to support the delivery of person centred care through education and capability building using blended learning approaches • we share knowledge and experience across SVHA through collaboration and use of technology 	<ul style="list-style-type: none"> • our buildings are accessible and meet the needs of our diverse communities and our facilities are clean, comfortable and welcoming • we are respectful of different cultures, beliefs and traditions • we ensure all staff are able to be identified by name and position
<p>WE FEEL VALUED</p> <p>Bring our Mission and our values to life in everything that our patients, residents and their families experience with us.</p>	<ul style="list-style-type: none"> • we participate in the Formation For All program every three years • we engage patients, residents and their families in informed decisions about their care with compassion and respect • the Frontline Development Program is provided to all frontline managers and supervisors 	<ul style="list-style-type: none"> • we provide information and communication to support patients', residents' and their families' understanding of health information • we are rewarded and recognised for leadership in person centred care.
<p>WE FEEL SAFE</p> <p>Consistently provide a great care experience that prioritises patient safety.</p>	<ul style="list-style-type: none"> • we support local ownership and accountability through the adoption of an evidence based quality framework • we provide transparent information to patients, residents and their families on our safety and quality performance and proactively engage in continuous improvement processes 	<ul style="list-style-type: none"> • we utilise patient experience data, staff survey data and lessons learnt through incident investigation, to drive service improvement • we demonstrate respect and compassion for patients, residents, families and staff through our Ethos program

The *Inspired to Care* Program

We recognise that across SVHA we often provide great care and that there is a strong existing commitment to person centred care. Our Mission, Creed, Vision and Values are brought to life in everything that our patients, residents and their families experience with us.

The Inspired to Care program will align people to a shared aspiration and integrate a unified strategic focus with local ownership, delivery and accountability.

The aim of this program is to provide support to facilities to assist them to embed the person centred care principles to provide a consistently great care experience to every patient and every resident, every time.

CULTURE CHANGE AND LEADERSHIP

Engagement, Communication and Education

Measurement and Evaluation resulting in continuous improvement

Consistently provide a great care experience through the exchange of ideas and innovation

Coordination, collaboration and sharing across the group will allow us to learn from the achievements of others and open the door to innovation. Story-telling shares experiences and builds understanding of what it means to be Inspired to Care. An Inspired to Care change network will be developed which will:

- engage, support and deliver key messages at a local level
- provide feedback on the Inspired to Care program at the facility level
- share knowledge and lessons learnt.

The Inspired to Care change network will be supported and enabled by the development of a web based Inspired to Care portal which will act as:

- a repository for resources (i.e. improvement projects; patient stories and learnings from incident investigations)
- an interactive forum for sharing ideas, collaboration and community building
- a portal for Press Ganey patient experience data which will be shared across the group.

Support local ownership and accountability through the adoption of an evidence based framework

The implementation of an evidence based framework allows for the introduction of innovation and change in a structured and accountable way. Adoption of an evidence based framework can increase efficiency, embed best practice care models and allow staff to focus on being 'inspired to care'. All facilities that have not already done so, will be supported to adopt an evidence based framework according to their culture and needs. Facilities that have already embedded a framework will continue to work under that framework and will be encouraged to share their learning and experience with others.

To introduce some standardisation but allow for flexibility in the selection of an evidence based framework, facilities will be required to chose from the frameworks already in place across SVHA.

These include:

- Studer
- Magnet
- Productive Ward
- In Safe Hands.

Build capability through role modelling and blended training methods

Blended training and education methods will be developed ensuring staff are equipped to do their jobs safely, interact respectfully with each other and patients/residents/families and that they are supported by managers and leaders in the delivery of person centred care.

A curriculum of multi-media training resources will be developed with a particular focus on communication skills training.

The training resources will be designed to be:

- short
- structured
- interactive
- integrated into workflows.

Figure 4

Next steps

A change management approach supported by a communication and engagement plan will be adopted to deliver the Inspired to Care program.

The implementation of the program will be developed in consultation with staff from each facility who will be supported by SVHA through the provision of:

- direction, leadership and alignment of Inspired to Care with other SVHA organisational priorities
- support in the selection of an evidence based framework
- communications and information
- training and education materials for local implementation
- establishment of and support for an Inspired to Care change network
- a web based platform (the Inspired to Care portal) for sharing and collaboration.

Measuring our progress

Welcome:

- ✓ recommender score
- ✓ Net Promoter Score
- ✓ person centred care Index
- ✓ all staff are able to be identified by name and position.

Valued:

- ✓ communication skills training implemented and evaluated
- ✓ patient/resident feedback (compliments and complaints)
- ✓ involvement of consumers in decisions about service delivery (i.e. membership on clinical governance/planning committees)
- ✓ involvement of consumers in decisions about their care.

Safe:

- ✓ readmission rate
- ✓ healthcare associated infections
- ✓ falls
- ✓ medication errors
- ✓ achievements under the NSQHS Standards program
- ✓ adverse events.

Key messages

- The Inspired to Care program is the tangible expression of our Mission, Creed, Vision and Values.
- The Inspired to Care program aims to embed the principles of person centred care which have been co-designed by our staff: We feel welcome; We feel valued; We feel safe. The person centred care principles put the care and wellbeing of patients, residents, their families and carers at the centre of everything we do. By achieving this outcome we will have a unique culture that distinguishes us from our peers and is fully aligned to what SVHA stands for.
- The Inspired to Care program recognises that across SVHA there is a strong existing commitment to person centred care and that we often provide great care. The aim of the Inspired to Care program is the delivery of a consistently great care experience to every patient and every resident, every time.

Figure 5. A change management approach to delivering the Inspired to Care program

CHANGE MANAGEMENT STEP	GROUP OBJECTIVES	FACILITY OBJECTIVES
EXCITE Build an awareness of the change and create a desire for change	<ul style="list-style-type: none"> • Board commitment to Inspired to Care • person centred care principles co-designed. 	<ul style="list-style-type: none"> • facility CEO and Executive commitment to Inspired to Care to ensure leader led staff engagement.
ENGAGE Create and communicate a vision	<ul style="list-style-type: none"> • branding strategy developed • Inspired to Care program aligned to enVision 2025 • leaders (Group ELT, Facility CEOs and Executives) engaged • current status of person centred care at each facility established • program socialised at the SVHA Division level. 	<ul style="list-style-type: none"> • gap analysis of related improvement activities and training completed • facility workshop with CEO and leadership team to share the Inspired to Care program and outline linkages to SVHA organisational development priorities such as Formation For All and Frontline Development Program.
ENABLE Empower action to achieve the vision Create the capacity for and ensure the ability to change Outline the actionable steps Model the way	<ul style="list-style-type: none"> • information about evidence based frameworks compiled and provided to facilities to inform decision making • the Inspired to Care change network established and the Inspired to Care portal developed and launched • Inspired to Care training resources developed and launched. 	<ul style="list-style-type: none"> • evidence based framework implemented • champions/leaders identified and invited to join Inspired to Care change network • stories/innovations/successes shared and used to populate the Inspired to care portal • plan to deliver Formation For All developed • plan to deliver Frontline Development Program and Inspired to Care training developed.
EXPAND Measure and Evaluate Consolidate/Reinforce the change	<ul style="list-style-type: none"> • person centred care index tracked and trends noted • evaluation framework and a program of research activities to evaluate the impact of Inspired to Care developed. 	<ul style="list-style-type: none"> • targeted areas for improvement identified using the person centred care Index • Inspired to Care evaluation framework monitored.
EVOLVE	Continuous Improvement	