

Children's Health Queensland

Improvement and Innovation Framework

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Children's Health Queensland Improvement and Innovation Framework, 2020

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For more information contact:

Strategy, Planning and Improvement, Centre for Children's Health Research, Level 9, 62 Graham Street, South Brisbane QLD 4101,
CHQ_SPI@health.qld.gov.au.

An electronic version of this document is available at <https://qheps.health.qld.gov.au/childrenshealth/html/strategies-and-plans>

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Introduction

The Children's Health Queensland Hospital and Health Service (CHQ) Improvement and Innovation Framework ('the Framework') articulates a strategic and integrated approach *to building a culture of curiosity, critical enquiry, innovation and improvement that drives our ambition to deliver outcomes that are life changing for the children and families of Queensland*. The Framework provides an overview of CHQ's approach to improvement and innovation.

Objectives

The objectives of the Framework are to:

- Enable consistent, high-quality implementation of strategic and local priorities at the front line;
- Embed reliability and continuous improvement as core business in service delivery and clinical excellence;
- Establish a common narrative/language related to improvement, innovation and achievement of our priorities; and
- Support CHQ's Quality Management System aligned to ISO 9001:2015.

Improvement and Innovation Principles

The Framework is underpinned by a suite of principles consistent with the *Integrated Planning Framework* that supports the quality and consistency of improvement and innovation across CHQ. To deliver upon our vision, CHQ's universal approach to improvement and innovation is:

- 1. Child and family centred:** Children, young people and their families are at the centre of all that we do. Meaningful engagement with children, their families and communities is fundamental to inform all improvement and innovation initiatives in order to achieve truly life changing outcomes.
- 2. Strategically aligned:** All improvement and innovation initiatives align with our organisational values, strategic priorities, roles and accountabilities and service directions. This approach enables vertical and horizontal alignment to support key linkages across the organisation.
- 3. Integrated and collaborative:** All improvement and innovation initiatives emphasise a joined-up approach across the organisation and with external partners. This facilitates a system that is coordinated and initiatives that are collaborative with all relevant stakeholders, irrespective of service, sectorial, organisational or geographic boundaries.
- 4. Supports state-wide paediatric healthcare excellence and sustainability:** All improvement and innovation initiatives support CHQ's state-wide leadership role in delivering clinical excellence, research and building capacity and capability to enhance the health and wellbeing of the children and young people of Queensland.
- 5. Outcomes focused:** All improvement and innovation initiatives clearly articulate targeted outcomes to optimise performance across the domains of the Quadruple aim¹.

Figure 1: Quadruple Aim



¹ Bodenheimer, T., & Sinsky, C. (2014). From Triple to Quadruple Aim: Care of the patient required care of the provider. *Annals of Family Medicine*; 12(6): 573-576. doi: 10.1370/afm.1713

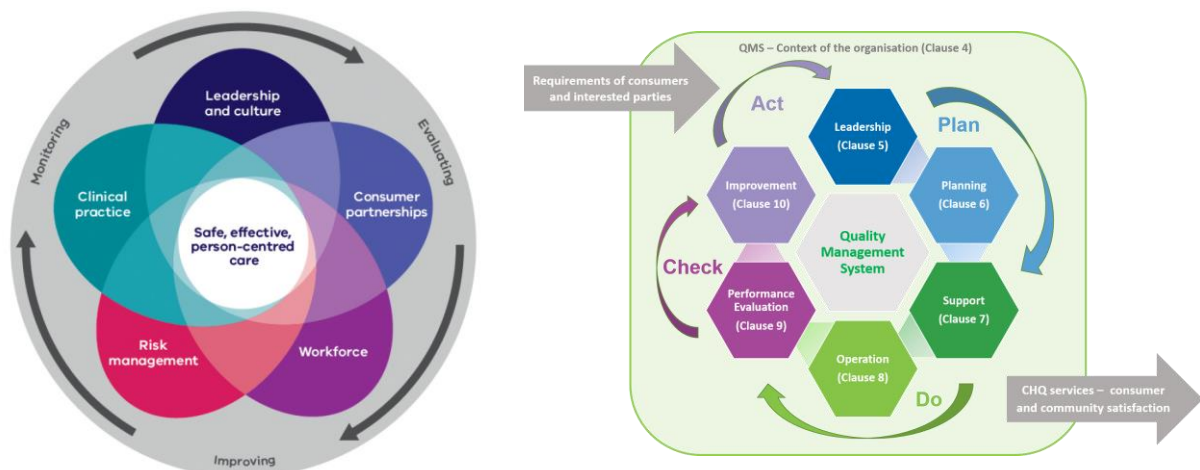
Improvement, Innovation and the CHQ Quality Management System

Our Quality Management System (QMS) focuses on continuous quality improvement and recognises that the quality of our services is fundamental to achieving our vision of *leading life-changing care for children and young people – for a healthier tomorrow*.

The Framework is an enabler of the Quality Management System, specifically ISO 9001²: Clause 10.3 Continual Improvement, which dictates that “*a business must continually improve the quality management system to match the strategic direction of the business.*”

The Framework also aligns with the National Safety and Quality Health Service (NSQHS) Standards, with the application of ‘quality improvement systems’ being integral to each of the National Standards.

Figure 2: Alignment of Improvement and Innovation to Patient Safety and Quality, and the Quality Management System



Commission for Safety and Quality in Health Care (2018)

CHQ Total Quality Management System

² International Organisation for Standardisation – Criteria for a Quality Management System

Improvement and Innovation Framework

The Framework sets out the key pillars that enable excellence in improvement and innovation at CHQ. It emphasises a holistic, organisation-wide approach that is applicable to all scales and types of improvement and innovation including but not limited to; clinical quality improvement, operational quality improvement, financial improvement and / or experience improvement.

Figure 3: CHQ Improvement and Innovation Framework



The tiers of the CHQ Improvement and Innovation Framework include:

Organisational Values and Beliefs

Aligning improvement and innovation to the CHQ values.

Improvement and innovation are imperative to realise our vision of “*leading life changing care for children and young people – for a healthier tomorrow.*” As such, CHQ embraces improvement and innovation as being core to our identity through the organisational value, *Imagination – ‘we dream big’*. We express this value collectively and individually through our behaviours, activities, planning, supporting structures and the continuous development and refinement of imagination pipelines, capability building pathways, improvement methodologies and tools. Improvement and innovation

are elevated and fostered through our Strategic Plan, our leadership development and our recruitment and onboarding practices.

Figure 4: Children's Health Queensland Values



Reinforced Social Norms

Fostering a culture of improvement and innovation.

CHQ recognises the need to actively socialise our values. We promote a culture of imagination (improvement and innovation) through leadership, setting expectations of everyone in the organisation to both do their work and improve their work, and creating an environment that encourages participation and recognises and rewards supportive actions and behaviours.

Social norms are reinforced and enabled through various means, including:

- Communities of practice – to provide a forum for CHQ staff to network and access resources and opportunities;
- Knowledge sharing events – to promote information and knowledge sharing across the organisation, amplify the profile and influence of existing expertise and minimise the siloing of information;
- Crowd sourcing and idea management – to engage our staff in addressing the challenges our organisation faces and to invest in their ideas;
- Reward and recognition programs – to celebrate and share successes and reinforce a culture of improvement and innovation;
- Improvement cycles – to embed continuous improvement as a way of working through our daily operating system e.g. Tiered Communication Huddles

Supportive Structures

Providing structures such as capability development, governance, communities of practice and pathways to resourcing to support improvement and minimise barriers to innovation.

CHQ develops structures and systems to support staff in their improvement and innovation activities including, but not limited to:

- Governance - to provide prioritisation, alignment, direction and a systems-approach for improvement initiatives;
- Project sponsorship – to provide proactive project stewardship and senior advocacy to minimise barriers and maximise project success;

- Knowledge management and exchange – to capture, share and maintain insights and information across CHQ so that successful solutions and interventions are shared and adopted;
- Workforce capability and development – to embed improvement education and mentoring in CHQ's people strategy and capability framework, and access to improvement skills development opportunities;
- Embedded improvement experts – to provide staff with access to subject matter expertise, coaching and mentoring in both a centralised and de-centralised approach;
- Pathways to resourcing – to provide staff with clear and transparent processes for applying for resources, including human and financial, to support improvement and innovation activities or ideas.

Methodology

Having a structured approach to improvement and innovation that is modern and evidenced-based.

CHQ's approach to improvement and innovation is founded in improvement science and all improvement activities should be linked to an improvement methodology that is fit for purpose for the type and scale of the improvement being undertaken. Methodologies outline structured approaches to planning, designing, implementing, measuring and adapting change to drive improvement. CHQ-endorsed methodologies form the basis for the creation of capability development content, toolkits and other supportive structures. Clear guidelines are available for staff to determine the best endorsed methodology for the improvement or innovation activity being undertaken.

Toolkit

Having accessible tools and templates to support people undertaking improvement.

CHQ provide a range of tools and resources – the 'Imagination Toolkit' - to support staff to apply improvement and innovation scientific methodology. The Imagination Toolkit comprises end-to-end project management and continuous improvement plans, graphs, charts, diagrams and mapping tools designed to support improvement initiatives of any scale.

The Imagination Toolkit is accessible for staff regardless of their level of experience. Project checklists are available to guide the user through the application of improvement science, including which templates and tools to use. Each tool includes background information and instructions on how and when it should be used. Where possible, links to instructional videos have been included to further assist in the explanation of the resources.

Scales of Improvement and Innovation

The Framework recognises that the application of these Tiers should and do look different depending on the scale of change required for the improvement or innovation initiative. For example, the required governance of an organisational multi-system improvement is much larger than for everyday rapid process improvement. For the purposes of the Framework, the scales of change have been defined as:

Everyday rapid improvement

The characteristics of this type of improvement include:

- Opportunities are continuously identified
- Required changes are quickly understood
- Implementation of the changes is relatively straightforward

Single system improvement

The characteristics of this type of improvement include:

- The scope of the issue is contained within a service or Division
- There are multiple root causes or issues
- A medium level of time and expertise is required
- Minimal or no additional resource required

Organisational multi-system improvement

The characteristics of this type of improvement include:

- Problems are not easily understood
- The root causes of the problem are multifactorial
- Multiple divisions, systems or services are implicated
- A high level of time and expertise is required
- Additional resource usually required

Improvement and Innovation Governance

Governance arrangements

The application of the Framework is supported, governed and managed by the CHQ Health Services Improvement and Innovation Committee (HSIIC), a sub-committee of the Sustainable Investment Review Committee (SIRC). The HSIIC is responsible for strategic alignment and oversight of the CHQ Improvement and Innovation Framework and associated activities, as well as to assess and support investment and disinvestment decisions for large-scale improvement and innovation projects.

The functions of the CHQ Health Services Improvement and Innovation Committee are to:

- Provide oversight of the implementation and ongoing development of the CHQ Improvement and Innovation Framework, including investment in improvement and innovation infrastructure, including:
 - Promoting a culture of improvement and innovation
 - Endorsing project management and improvement methodologies, templates and processes for use across CHQ
 - Designing and establishing organisational capability building programs
 - Establishing and maintaining a community of practice for improvement
 - Establishing and maintaining robust knowledge and idea management

- Review, prioritise and endorse requests for investment in improvement and innovation initiatives above existing budgets, including:
 - Requests for improvement resource support and project FTE
 - Requests for funding for systems and software, external contractors etc associated with service improvement projects.
- Review and oversee the timely delivery of key milestones and benefits associated with approved investment priorities endorsed by SIRC and approved by ELT;
- Provide effective and transparent governance and controls of investment and disinvestment decisions associated with improvement and innovation initiatives aimed at optimising health service outcomes and performance;
- Provide an advisory function for improvement and innovation initiatives, including:
 - Informing the right-sizing of governance, monitoring and reporting requirements for improvement projects
 - Identifying project interdependencies and potential synergies, both internal and external
 - Identifying project risks and informing opportunities for scalability and sustainability of Monitoring, Reporting and Evaluation

Measuring maturity against the Framework

The CHQ Improvement and Innovation Framework will be reviewed annually at minimum through the HSIIC using the Organisational Strategy for Improvement Matrix (OSIM)³. OSIM is an evidence-based capability measurement tool and process that health services can use to determine how supportive of improvement or ‘change friendly’ their organisation is at a point in time. The tool is structured around four key domains that strongly align with the Framework key pillars, and articulates five maturity levels:

1. Foundational

- Limited improvement capability
- No clear plan of how improvement supports priorities

2. Building

- High potential for improvement
- Evidence of improvement and capability in some areas but with little consistency across the organisation

3. Refining

- Gaining improvement momentum
- Working towards a consistent organisation-wide improvement plan and approach
- Some areas need support or improvement training and development to refine capability

4. Consolidating

- Improvement leaders
- Consistent organisation-wide improvement plan and approach

³ <https://www.bettersafercare.vic.gov.au/resources/tools/organisational-strategy-for-improvement-matrix>

- Strong track record of improvement planning and delivery with performance improving across a range of access, quality and safety indicators

5. Advanced

- Innovation trailblazer
- Widely recognised as improvement and innovation leaders
- Clear, measurable signs of a strong improvement culture
- Use improvement plan and approach consistently across process, quality, safety and consumer satisfaction areas

The HSIIC will support a self-assessment of CHQ by using the OSIM tool in order to measure the effectiveness of the Framework and implementation activities over time.