

Clinical Excellence at Children's Health Queensland

Our unwavering commitment to work together
and deliver the best possible outcomes for
children, young people and their families



Queensland
Government



Children's Health Queensland pays respect to the Traditional Custodians of the lands on which we walk, work, talk and live. We also acknowledge and pay our respect to Aboriginal and Torres Strait Islander Elders past, present and future.

Artwork pictured left: Community 2021

Collection: Acquired by Children's Health Queensland in celebration of NAIDOC Week 2021.

Artist: Farley Ward. A Gamilaroi woman who grew up on the Sunshine Coast and now lives and works in Brisbane.

The colours in this painting represent many tribes coming together as one community, one family, one people. My hometown of Brisbane has a strong, vibrant First Nations community made up of mobs from all over Australia who are connected through family, culture, activism, country, animals and totems and ancestral ties. Even when we meet for the first time, the feeling of connectedness is strong. Just as circles have no ending, neither does our connection to our people and our country.

Message from our professional leads

As a statewide leader in paediatric healthcare, research, education and advocacy, Children's Health Queensland (CHQ) is committed to delivering the best possible outcomes for children, young people, their families and communities. Our ongoing pursuit to achieve this is grounded in our culture of clinical excellence at CHQ.

Clinical excellence at CHQ can be viewed and used in many ways, and at its core is the resolve to work together to continuously improve; generate new ideas; share our knowledge and experience; take action; and, celebrate outcomes. In this way, clinical excellence at CHQ is demonstrated in each role, each day, and through each action we deliver.

We now focus our attention on embedding clinical excellence into 'how we do things', so that it becomes part of our culture here at CHQ. We also believe that the children and families we serve deserve innovation and creativity as part of our excellence journey, and we encourage you to think about how you can introduce 'dreaming big' into how you work, learn and grow.

We look forward to continuing to work with all staff, patients, families and the broader CHQ community as we continue to embed clinical excellence in all that we do.



Steven McTaggart
Executive Director
Medical Services



Tania Hobson
Executive Director
Allied Health



Callan Battley
Executive Director
Nursing Services



Why clinical excellence matters

Our continuous pursuit of clinical excellence is central to delivering CHQ's vision: *leading life-changing care for children and young people – for a healthier tomorrow.*

This can only be achieved if we work together to continuously improve, share and learn from different perspectives.

CHQ's Strategic Plan 2020-2024 sets out our direction of travel and the strategies we will deliver to enable the best possible outcomes for children, young people, families and the community.

However, it is our mindset, values and behaviours that can unleash our collective energy to make tomorrow even better than today.

Clinical excellence at CHQ enables us all to translate strategy into action, as we aspire towards clinical excellence in all that we do.

Through delivering clinical excellence across CHQ we can achieve:

- improved health equity and outcomes
- improved consumer experience
- improved workforce experience, and
- sustainable healthcare.

Culture drives how we do things, our mindset, values and behaviours



Strategy guides where we are going and what we are doing

Designing clinical excellence together

Clinical excellence is not new at CHQ. It is demonstrated every day across teams in the way we care for children, young people, families and each other.

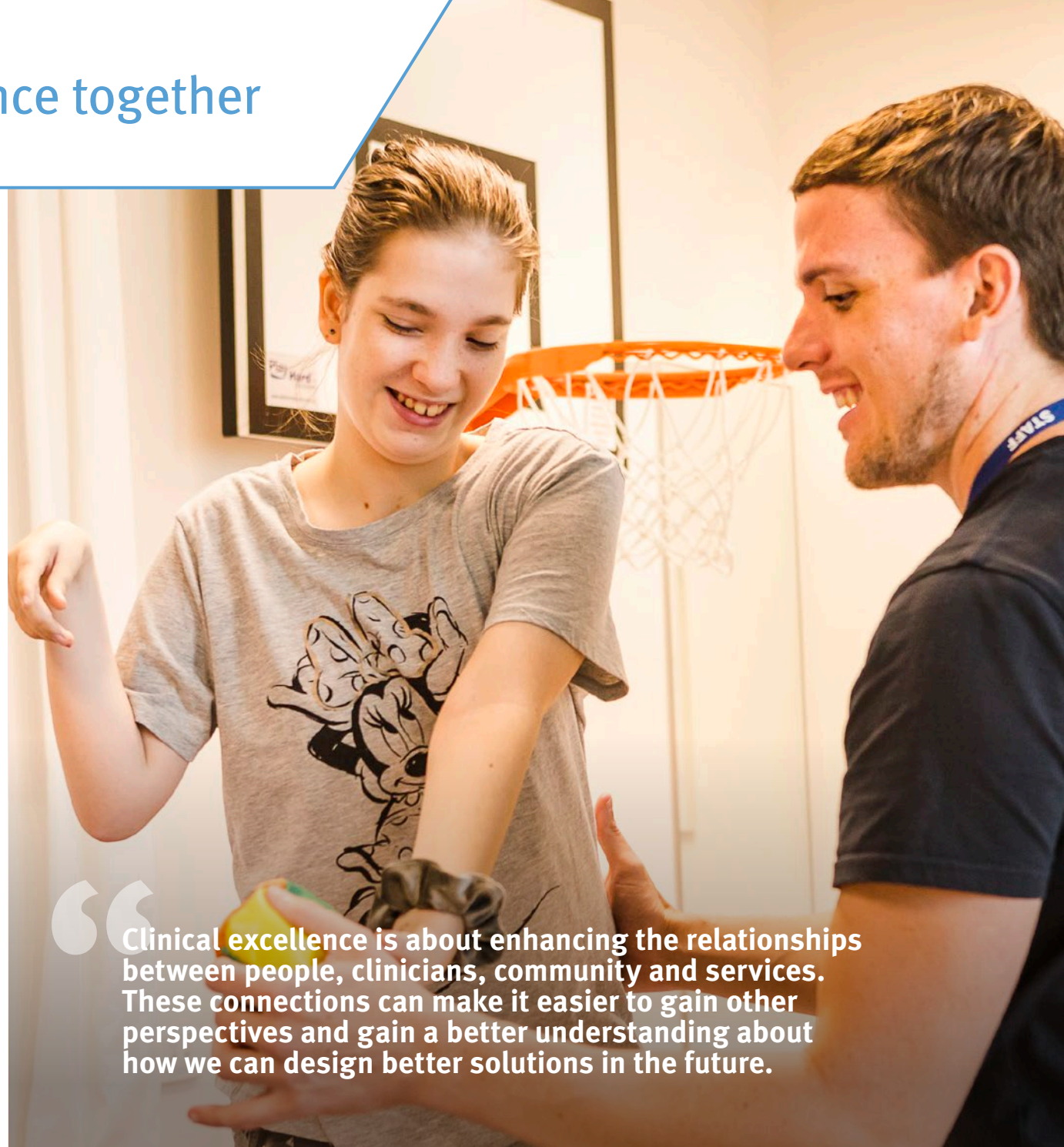
Through the inaugural Dream Big Week, we explored and celebrated what clinical excellence in action looked and felt like at CHQ for children, young people and staff.

We found that clinical excellence means different things to people.

For families and young people, we heard that ‘excellent healthcare’ means person-centred experiences and accessing expert integrated care. It includes attributes of listening, communicating clearly, coordinating care, and accessing specialist and trusted expertise.

For staff, clinical excellence is more commonly viewed as a continuous pursuit of best care, expertise, working together, thinking differently, and being at our best.

Despite the different perspectives, there was a strong shared commitment to continue to deliver the best possible health outcomes.



“Clinical excellence is about enhancing the relationships between people, clinicians, community and services. These connections can make it easier to gain other perspectives and gain a better understanding about how we can design better solutions in the future.”

What clinical excellence means at CHQ

Creating the best possible experience

Key enablers: listening and learning from different perspectives, trust, psychological safety, communication, engagement and empowerment.

Pursuing quality, improvement and performance

Key enablers: technical expertise, best practice, structure, data, evidence, and continuous quality improvement.



Thinking creatively, learning and dreaming big

Key enablers: creativity, curiosity, enquiry, learning, adapting, and having the time and space to dream big!

Working together with a shared purpose

Key enablers: sharing information, working as a team, learning from each other, reciprocity and listening to different perspectives

Our clinical excellence principles

The principles reflect how we do things at CHQ.

The clinical excellence principles were informed by what we heard from young people, families and staff, as we explored CHQ's *bright spots*, *wicked opportunities* and *little ideas that make a big difference*.

They represent a strengths-based approach, as we seek to amplify those elements that create the conditions for clinical excellence to thrive. As an individual, team and an organisation, we embody the 8 principles in how we care for patients and their families, each other and ourselves.

In alignment with CHQ's *Leadership Excellence Framework*, the eight co-designed principles require empowered leadership at all levels to execute. The principles encourage reflection and exploration of where we are up to, how we can improve, and what it will take to transform towards clinical excellence.



Clinical excellence is striving to deliver our best each day

Clinical excellence principles in action

What clinical excellence at CHQ means to us	How we demonstrate clinical excellence through shared principles that guide us		Our collective impact
Creating the best possible experience	Compassionate	We care about others and lead with kindness, professionalism and respect.	We enable experiences that exceed expectations
	Inclusive	We create a safe welcoming environment that values diversity.	
Thinking creatively, learning and dreaming big	Innovative	We dream big and explore challenges with curiosity.	We create meaningful solutions to complex problems
	Adaptive	We listen, adapt and respond to the changing environment.	
Working together with a shared purpose	Collaborative	We partner with purpose for the best outcomes.	We build enduring connections that enable best care
	Appreciative	We celebrate success and learn from our experiences.	
Pursuing quality, improvement and performance	Outstanding	We foster knowledge, expertise and continuous quality improvement.	We deliver a high quality, sustainable system of care
	Accountable	We take responsibility to be our best and do our best.	

We reflect and learn through different perspectives

To tackle wicked and stuck problems in a new way we need to listen to and access different perspectives. Diverse perspectives help us co-design experiences that exceed expectations.

The clinical excellence principles can be used to help us remove our 'blinkers' and explore clinical excellence from different perspectives.

As you apply the principles to explore challenges and learn from experiences, consider what clinical excellence looks like from another perspective. You are not limited in the number of lenses you could apply – be it the lens of a child or young person, a staff member, an organisation or a specific group.

It is through understanding our diverse, but inter-connected, perspectives that we can deliver clinical excellence at CHQ.



Clinical excellence is having permission to look at what it means to different people in the first instance. Once we understand this, we can truly work together for better experiences and outcomes.

Applying the principles of clinical excellence to challenges and opportunities

The principles can be used to guide our continuous improvement towards clinical excellence at CHQ.

To improve, we can use the principles to reflect, explore, activate and learn how we can transform clinical services and create meaningful solutions to our greatest challenges.

The Clinical Excellence at CHQ toolkit includes supporting tools that can assist teams applying the clinical excellence principles.

The principles guide us to reflect and learn from different perspectives.



Reflect

Empowered with this understanding, we can identify what we need to do to deliver meaningful and long-lasting outcomes.



Activate

Explore



We explore challenges and opportunities for improvement with curiosity and creativity, as we consider what clinical excellence should look like, our current strengths, and expose the gaps we want to address.

Learn



Evaluation against the principles helps us to assess progress against our objectives and learn from our experiences.

Clinical excellence means not only thinking outside the box, but thinking like there is no box!

Celebrating clinical excellence in action



Little ideas
making a big
difference

Imagining the future of clinical excellence at CHQ

Children are naturally curious, creative, collaborative and risk-taking. As a leader in paediatric healthcare, research and education, we must also create space to explore, learn and connect.

Building the future of clinical excellence at CHQ can only be done in collaboration with children, young people, families, staff and external partners.

Whether it be at an individual, team or organisational level, we all have a critical role to play in transforming clinical excellence.

At CHQ, we are already investing in a range of initiatives in response to what we heard matters most. We will continue to listen, learn and adapt to what we hear from you. We will also come together to share success and tackle our wicked problems with creativity, curiosity and perseverance.

In delivering clinical excellence together, we create a place of trust, expertise and delight.



Leading life changing care for children and young people – for a healthier tomorrow



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