

Our Mission in Action



Health Care Bethlehem

CHCB Strategic Action Plan 2016-2020

A message from our Chief Executive Officer



CHCB has been proudly serving the needs of the Glen Eira and surrounding communities for the last 75 years with changes to the service model over this time in order to meet the needs of the communities we serve. At CHCB we live our values through “Being for others” and delivering quality compassionate care.

We are working in a constantly changing health environment at both state and national level which is being driven by rising costs of healthcare, changing demographics with an aging population and an increase in chronic disease. This provides CHCB with many opportunities to continue to develop a flexible model of care that better meets the needs of our community and the future is exciting with the proposed development of an integrated health precinct on the Caulfield site, that will enable us to provide improved health care outcomes for people within an environment that is better for patients, family and staff.

The CHCB Strategic Action plan is aligned with Calvary strategic directions and provides CHCB with a framework for the next three years to continually improve our services as we work towards the development of an integrated health precinct on the Caulfield site. As identified in our plan, there is major focus on our people; this is a place where people wish to work, where we focus on the development of staff, their wellbeing and support them to work in a constantly changing environment.

As a specialist service we wish to continue to be leaders in our areas of expertise, innovate, collaborate with others and demonstrate how we make a difference to the communities we serve.

Calvary Mission, Vision and Values

Our Mission

We bring the healing ministry of Jesus to those who are sick, dying and in need through “being for others”:

- in the Spirit of Mary standing by her Son on Calvary;
- through the provision of quality, responsive and compassionate health services;
- based on Gospel values; and
- in celebration of the rich heritage and story of the Sisters of the Little Company of Mary.



Our Vision

As a Catholic Health provider, to excel, and to be recognised, as a continuing source of healing, hope and nurturing to the people and communities we serve.

Our Values

Our Values are visible in how we act and treat each other. We are stewards of the rich heritage of care and compassion of the Little Company of Mary. We are guided by these values:



Hospitality demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our Services by promoting connectedness, listening and responding openly.

Healing demonstrates our desire to respond to the whole person by caring for their spiritual, psychological and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.

Stewardship recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively now and for the future. We are responsible for striving for excellence, developing personal talents, material possessions, our environment and handing on the tradition of the Sisters of the Little Company of Mary.

Respect recognises the value and dignity of every person who is associated with our Services. It is our responsibility to care for all with whom we come into contact with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.

Vision for Calvary Health Care Bethlehem 2016-2020

Working together to live well

As a trusted provider of values based, specialist care; we provide support tailored to the individual needs of patients with complex progressive and chronic diseases, through collaboration, commitment, innovation and coordination and the unique spirit of 'being for others'.

Our model of care:

With a focus on wellness and active engagement in life, CHCB Specialist Palliative and Progressive Neurological Services work collaboratively with patients and their other health care providers as partners in care.

We encourage referrals to our services through a single point of access in the early stages of disease and recognise that individual services supporting this care must work together to deliver an integrated, seamless experience for the patient.

CHCB provides multidisciplinary support that is easily accessible and coordinated across the following settings, individually tailored to the needs of the patient and their family:

- Centre based clinics
- Day centre
- Home based care including residential care settings;
- Inpatient beds

The model of care is supported by:

- Secondary consultation to other health providers
- Telehealth
- 24 hour telephone support to all patients, families and other health providers
- After hours in-home support to patients receiving CHCB home based services
- Access to assistive technologies
- Provision of education and training to build capacity in other services across Victoria to better support clients with specialist needs closer to home
- Research that results in improved patient outcomes and builds evidence based practice

We will know we are successful in achieving and sustaining our Mission and Vision, if CHCB is recognised as:

- an organisation with a strong learning and safety culture, where unacceptable variation in practice is reduced
- a place where people are highly valued, deeply cared for and are actively engaged with their care and decision making
- a place where service streams are integrated, duplication is reduced and the patient experience is seamless
- a place where we are agile and responsive to the needs of our Community
- a place with an accountable, skilled and healthy workforce; where new staff seek to work
- leaders in our field of expertise demonstrating excellence through our innovative model of care, research, partnerships, consumer engagement, community involvement and advocacy

To achieve our Mission and Vision, our Strategic Plan emphasises the need for:

- A strong and distinctive profile reflecting our Catholic identity while being inclusive and respectful of the diverse communities we serve and employ, with a progressive culture and a high sense of belonging
- Strategic positioning in the Victorian Health, Primary Health, Community and Disability sectors
- Flexibility and responsiveness to changing health paradigms
- Building our operational capacity to deliver flexible, needs-based care
- Developing strong stakeholder relationships and collaborative partnerships; including peak bodies and consumers
- Staff, consumers and key stakeholders to be informed and involved with the development and implementation of our strategy

Collaborations and Considerations Guiding the Plan

Development of the CHCB Strategic Action Plan has involved CHCB staff, patients, families, peak bodies, members of our Community Advisory Council, external members of our Research Ethics and Ethics Committee, peak body representatives, our local LCM sisters and other consumers of CHCB services. In total over 200 individual suggestions were received for inclusion in the plan, with several of these being raised by more than one party and emerging as key themes.

The CHCB Executive would like to thank everyone who was involved and contributed so richly. These contributions have enabled the plan to be developed and have been built into the actions outlined.

Factors taken into consideration in developing the plan include:

- The Department of Health and Human Services (DHHS) and CHCB Statement of Priorities, DHHS strategies, guidelines and frameworks
- Ageing population and increasing demand for our specialist services, in particular for non-malignant groups
- Increasing expectations and demand for non-bed based services
- Technological advancements in health care
- Consumer directed care
- Funding opportunities and constraints
- The diverse communities we serve and the diverse staff we employ at CHCB
- Growing recognition of the need to build and develop community capacity
- Planned redevelopment of the current CHCB site as an integrated health precinct



Calvary Health Care Strategic Aims for 2016-2020

Person Centred Care:

Put the person and family at the centre of care in all settings, continuing to focus on palliative and end of life care.

Sustain:

Sustain the ability of hospitals, aged care facilities and community care services to provide quality and compassionate care in the communities we currently serve.

Improve:

Improve the current delivery system in order to promote effective, equitable, quality care and ensure safety.

Grow, Integrate and Innovate:

Grow, integrate and innovate within our 'circle of competence' within the environment we operate.

Aligned to these aims, the CHCB Strategic Action Plan 2016-2020 outlines the key actions planned to be undertaken over the next 12 months (FY 16/17) which will enable CHCB to achieve these aims and will assure the delivery of our Mission in Victoria long into the future. Each year the plan will be reviewed and updated with the actions planned for the coming and future years.

Strategic Aim 1: Person Centred Care

Putting the person and family at the centre of care in all service settings:

- Engage those we care for and their families in shared decision making respecting the values, needs and preferences of the individual
- Promote a culture that embraces, expects and rewards the delivery of person and family centred care

CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Through applied person-centred care principles, within the framework of consumer directed care and with a focus on improved communication, reduced duplication and consistent processes; develop a seamless, integrated experience for all CHCB patients across all settings	<ul style="list-style-type: none"> • With consumer input, review and implement changes to discharge planning process and shared care plan document • Repeat evaluation of the patient experience by shadowing patient on longitudinal journey, between CHCB settings • Revise pre-admission and admission process to CHCB services with a view to improved needs identification and right care in the right setting 	<p>Implement revised shared care plan</p> <p>Patient shadowing completed</p> <p>Consistent needs identification through single point of access implemented</p>	<p>June 2017</p> <p>March 2017</p> <p>April 2017</p>
In conjunction with Glen Eira Council, build community capacity to support people at the end of life	<p>Develop Community Development strategy that includes:</p> <ul style="list-style-type: none"> • Develop volunteer program to support CHCB community based services • Cultural diversity 	Strategy implemented	June 2017
Implement systems and processes to support person-centred care in all settings	<ul style="list-style-type: none"> • Establish a psychosocial assessment of patient and carer needs early in admission process that identifies patient and families networks of support • Develop a new consumer-driven bereavement care policy and bereavement care consumer information brochure, to improve access to and delivery of bereavement care services 	<p>Care plan identifies patient/family social network of support</p> <p>Policy approved</p> <p>Brochure implemented</p>	<p>March 2017</p> <p>April 2017</p> <p>May 2017</p>

Strategic Aim 1- Person Centred Care Continued			
CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Increase use of technology, in particular Telehealth, to support both health providers and patients, enabling care to be provided closer to home; ensuring appropriate escalation of care to appropriate settings and avoiding unnecessary presentations to ED and/or hospital admissions	<ul style="list-style-type: none"> • Implement recommendations from Telehealth pilot • Develop a long term plan to increase Telehealth across all CHCB settings, which includes training and education for staff 	<p>Increase Telehealth consultations across the service</p> <p>Telehealth used across all CHCB clinical settings</p>	<p>February 2017</p> <p>June 2017</p>
Health promotion	<ul style="list-style-type: none"> • Strategy to collect patient stories • Develop new activity with schools 	<p>Strategy implemented</p> <p>Presentation at minimum of one national conference</p> <p>Funding achieved for new project</p>	<p>February 2017</p> <p>June 2017</p> <p>June 2017</p>
Use patient feedback to drive improved health outcomes and experiences	<ul style="list-style-type: none"> • Evaluate the patient experience with the hourly rounding process • Develop and implement a post-discharge follow-up process • Consumer representatives appointed to key governance committees 	<p>Evaluation completed and recommendations implemented</p> <p>Post-discharge follow-up process implemented</p> <p>Consumer representative appointed</p>	<p>December 2016</p> <p>November 2016</p> <p>December 2016</p>
Advance Care Planning included as a parameter in the assessment of outcomes	<ul style="list-style-type: none"> • Implement the inclusion of patient identified preferences for care in advance care planning documents in the assessment of outcomes for patients discussed at separation review • Patient preference for care and clinical management included as a measure in Patient Experience evaluations 	<p>Inclusion of patient preferences and ACP at Separation Review implemented</p> <p>Measures included in patient experience evaluation</p>	<p>December 2016</p> <p>December 2016</p>

Strategic Aim 2: Sustain

Sustain the ability of CHCB services to provide quality and compassionate care in the communities we serve.

CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Develop a learning culture focused on continuous improvement and ensuring CHCB is identified as a place where people want to work	<ul style="list-style-type: none"> Implement workforce plan including: <ul style="list-style-type: none"> -Succession planning -Role development: scope and identify common interdisciplinary tasks With a view to improving staff engagement, review staff and workplace culture by undertaking Best Practice Australia (BPA) staff survey Develop action plan to address any areas of concern and enhance areas of strength identified in BPA 	Plan implemented	March 2017
		BPA undertaken	April 2017
		Action plan implemented	June 2017
Engage staff in the mission/formation	<ul style="list-style-type: none"> Online induction supported by meeting with Executive Strategy to capture story of Sisters and key staff from last 75 years 	New induction process implemented	August 2016
		Strategy implemented	December 2016
Develop our leaders	<ul style="list-style-type: none"> All Department Heads to undertake audit against Calvary Leadership Framework to identify themed areas for development Deliver 2 education modules focused on areas identified through audit 	Audit completed and areas for development identified	November 2016
		Education modules delivered	June 2017
Create a workforce culture that promotes and supports open communication, raising concerns and respectful behaviour across all levels of the organisation	<ul style="list-style-type: none"> Advanced communication (Crucial Conversations) training workshops implemented for all CHCB staff Monitor compliance with mandated Bullying and Harassment on-line training Implement the Calvary "Speak Out" program to promote equality and fairness in the workplace 	80% staff received communication training	October 2016
		100% staff complete training within required timeframes	June 2017 and ongoing
		Program implemented	December 2016

Strategic Aim 2- Sustain Continued			
CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Improve staff health and wellbeing- including physical, emotional, social and spiritual aspects	<ul style="list-style-type: none"> • Develop and implement a plan for an integrated approach to health, safety and wellbeing of staff 	Plan implemented	October 2016
	<ul style="list-style-type: none"> • Revise role of contact officer to incorporate health and safety 	Roles revised and new role description developed	November 2016
	<ul style="list-style-type: none"> • Conduct training programs for new role of Health and Safety Officers 	Training program delivered	December 2016

Strategic Aim 3: Improve

Striving to improve our systems, processes and services to ensure they are safe, meet the needs of patients, their families and staff and are fairly and equally available to all.

CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Develop a strong learning and safety culture, where unacceptable variation in practice is reduced with a view to CHCB becoming a high reliability organisation	<ul style="list-style-type: none"> Undertake education of Department Heads to improve knowledge of high reliability principles Scope of works developed for high risk clinical areas including focus on reduced unacceptable variation in practice, improved systems and processes to reduce or eliminate 'human error' factors and monitoring incidents and data trends to eliminate the occurrence of never events 	Dept. head education delivered Scope of works developed for: <ul style="list-style-type: none"> Preventing Hospital Acquired Infections - with focus on Aseptic Non Touch Technique (ANTT) and Hand Hygiene Clinical Handover – with focus on daily interdisciplinary handover, hourly rounding, inter-service handover, bedside handover Preventing and Managing Pressure Injuries – with focus on prevention of pressure wounds, general wound management Clinical Deterioration – with focus on compliance with requirements regarding appropriate escalation of care and use of MR178 Observation chart Preventing Falls and harm from falls Food and Nutrition Medication safety 	October 2016 October 2016
Develop a strong Governance structure for the provision of safe, quality healthcare at all levels of the organisation with clearly documented and understood roles and responsibilities which includes improved reporting of incidents to the Calvary Board	<ul style="list-style-type: none"> Review CHCB Governance structure and terms of reference for all committees and working parties Implement Riskman 2 incident reporting and management system 	New committee structure and TOR implemented Riskman 2 implemented	October 2016 December 2016

Strategic Aim 3- Improve Continued			
CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Occupational health and safety risk management approach is in place across CHCB	<ul style="list-style-type: none"> • Implement screening procedures regarding the immunization status for new staff and volunteers, including PD review and recruitment requirements 	Screening procedure implemented	November 2016
	<ul style="list-style-type: none"> • Implement serology testing and 3 year immunization program for existing staff and volunteers 	Serology testing procedure and 3 year immunization program implemented	November 2016
	<ul style="list-style-type: none"> • Implement employee driver record screening procedure and driver training program 	Screening procedure implemented Driver training delivered	December 2016 October 2016
	<ul style="list-style-type: none"> • Revise and implement Child Safe Policy and action plan 	Policy in place and action plan implemented	December 2016
	<ul style="list-style-type: none"> • Implement a family violence policy, procedure, screening tool and staff education package in collaboration with the Royal women's Hospital 	Policy and procedure implemented Education delivered	November 2016 December 2017
Improve patient flow and patient experience in the CHCB clinic setting	<ul style="list-style-type: none"> • Implement recommendations from Outpatient review, including: <ul style="list-style-type: none"> - Medicare billing - Room utilization and appointment booking systems and processes - Administration procedures - Referral processes and MDT review 	Recommendations implemented	December 2017

Strategic Aim 4: Grow, Integrate, Innovate

Grow, integrate and innovate within our 'circle of competence' within the environment we operate.

CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Redevelopment of the current CHCB site as an integrated health precinct	<ul style="list-style-type: none"> • Transition and decanting plan developed • Waste management plan developed and implemented • Develop staff focus groups to contribute to detailed design • Detailed design phase with environmental stewardship to be incorporated into facility design • Develop communication and stakeholder management strategy • Establish a consumer user group to inform the detailed design of the proposed new facility 	<p>Plan Implemented</p> <p>Waste management plan developed and incorporated into project management of site</p> <p>Staff focus groups established</p> <p>Feedback from consumers and staff informs detailed design</p> <p>Implement strategy</p> <p>Consumer user group established</p>	<p>March 2017</p> <p>March 2017</p> <p>November 2016</p> <p>March 2017</p> <p>October 2016</p> <p>December 2016</p>
Develop a service plan for an integrated health precinct on the site encompassing aged, retirement, primary care and CHCB specialist services to ensure residents live well aligned with Glen Eira Positive Aging Strategy.	<ul style="list-style-type: none"> • Appoint Project Officer with responsibility for completing: <ul style="list-style-type: none"> - Environmental scan - Scope and market test a proposed model for integration of NDIS and CHCB specialist service - Register as NDIS service provider - Implement model with 2 identified groups - Develop Marketing plan 	<p>Project officer appointed</p> <p>Project plan implemented and delivered per agreed timeframe</p>	<p>October 2016</p> <p>December 2018</p>
Palliative Ambulatory services will develop an integrated model of care to support older patients with complex needs, in collaboration with other providers- including Alfred Health (Caulfield) and the South East Metropolitan Primary Health Network	<ul style="list-style-type: none"> • In collaboration with Caulfield Hospital, develop a framework for an integrated model of care including: <ul style="list-style-type: none"> - Scoping project - Marketing strategy - Pathways for patient flow - Escalation and de-escalation of care - Evaluation 	<p>Project plan implemented and delivered per agreed timeframe</p>	<p>June 2017</p>

Strategic Aim 4 – Grow, Integrate, Innovate Continued			
CHCB Goals	Actions	Measure of Accomplishment	Timeframe for Completion
Increase CHCB's capacity to deliver service to and meet the needs of patients with progressive and chronic disease and their families in ambulatory settings	<ul style="list-style-type: none"> • Two new patient groups/specialist clinics implemented • Survey consumers regarding their interest in group information sessions and group programs • Implement group information sessions for both carer and patient groups 	<p>Clinics implemented</p> <p>Survey completed</p> <p>Groups implemented</p>	<p>June 2017</p> <p>Dec 2016</p> <p>June 2017</p>
Increase capacity of the Statewide Progressive Neurological Disease Service	<ul style="list-style-type: none"> • Agreement with northern region • Scope one other region 	<p>Signed agreement</p> <p>Establish stakeholder reference group</p>	<p>June 2017</p> <p>Dec 2017</p>
Increase collaboration with relevant academic institutions to build evidence based practice and improve patient outcomes	<ul style="list-style-type: none"> • Develop Research and education framework • Governance review 	<p>Implement research and education framework</p> <p>Increase in multisite/collaborative research approvals</p>	<p>June 2017</p> <p>June 2017</p>
Community Advisory Council- build community supporters	<ul style="list-style-type: none"> • Establish external fundraising committee • Develop case for capital appeal • Hold community events to support community engagement 	<p>Committee established</p> <p>Case for capital appeal</p> <p>2 community based events held</p>	<p>Dec 2016</p> <p>Feb 2017</p> <p>June 2017</p>
IT system to support redevelopment of the CHCB Integrated Health Precinct	<ul style="list-style-type: none"> • Development of an implementation plan, including: <ul style="list-style-type: none"> - Establish of the IT infrastructure requirements for the site - Ensures support for the use of Assistive Technology - Ensures access to the required IT equipment - Establishment of consistent E-Clinical Record for integrated site 	<p>Implementation plan developed</p>	<p>Feb 2017</p>