

Summer 2023/24

A Message from the Executive Director, Patient Safety and Clinical Quality

A very warm welcome back for those who took time off over the holiday period!

As we enter into the new year, I would like to look back on significant milestones of 2023 in order to appreciate the hard work that the Patient Safety and Clinical Quality directorate (PSCQ) continues to apply to all aspects of the WA health field. I would like to highlight the work that has gone into reaching our 2024-2026 strategic plan, along with initiatives that we will be implementing in 2024. As always, drawing from our strong foundations we have been able to improve communication and partnership between clinicians, consumers and carers as we continuously strive to improve quality of care and the safety of healthcare in WA. We aim to keep this high-standard as we see an ongoing shift to the increased importance of quality of care and patient safety in global health settings.

On behalf of the PSCQ team, I thank you for your ongoing support, dedication and collaboration over the past year. I look forward to continuing to work as a collective in 2024 to create person centred approaches to provide high quality and safe health care for the WA population.

Dr Audrey Koay

*Executive Director,
Patient Safety and Clinical Quality*



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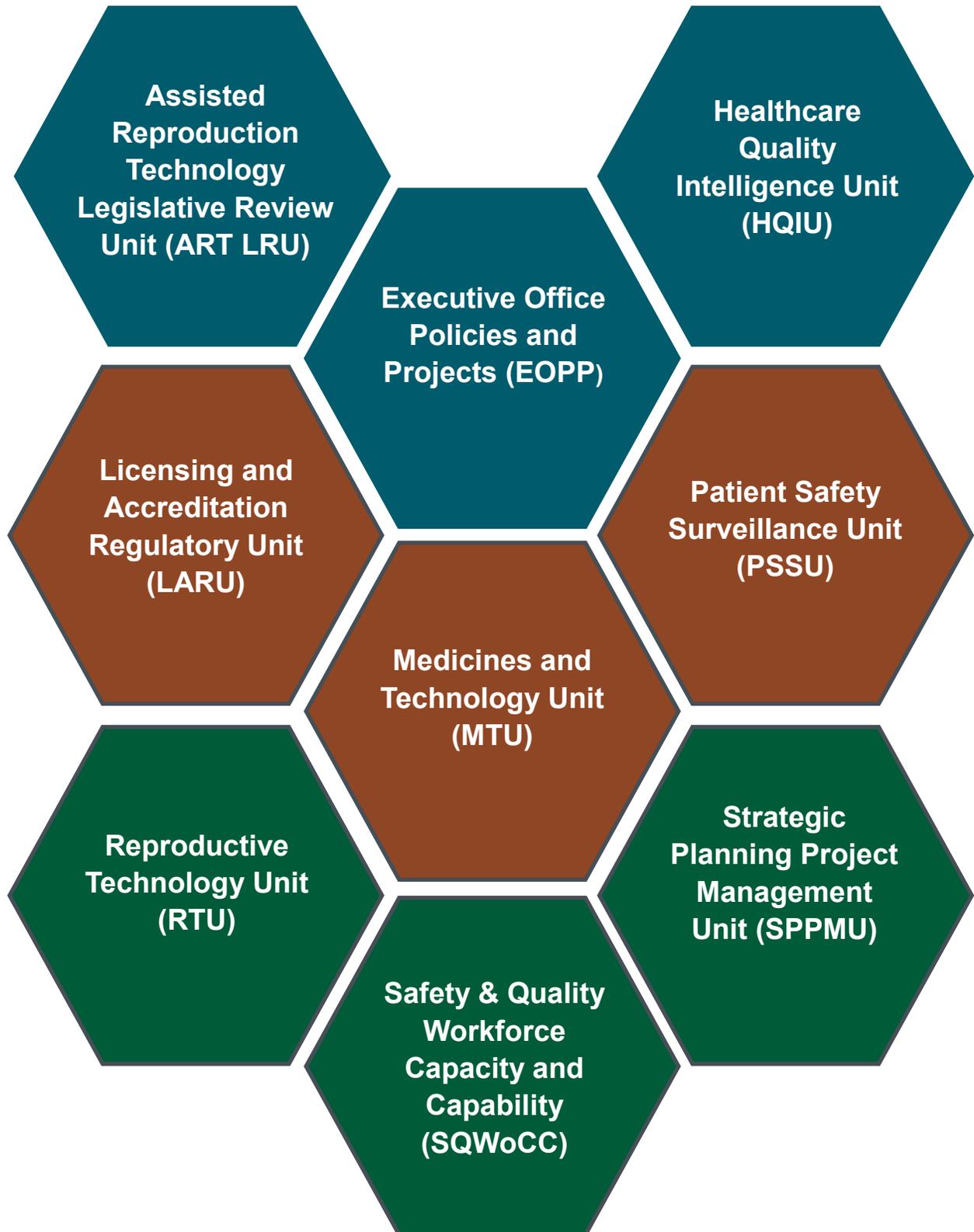
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Improving Safety and Quality in Healthcare

A strategic plan for action in WA 2024-2026

Improving safety and quality in health care: A strategic plan for action in WA 2024-2026 was published in November 2023. The strategic plan is a testament to the importance of safety and quality in WA Health.

This strategic plan is part of a larger suite of documents including an operational plan which provides measurables and detail on specific programs of work to be delivered. Several programs of work to be actioned in 2024-26 will aim to support the following goals:

- Reduce unwarranted clinical variation
- Implement methods for sharing learnings, celebrating successes and highlighting excellence
- Measure and strengthen safety culture in WA Health
- Form a dedicated centre to support the delivery of high-quality, evidence-based healthcare
- Design and deliver a safety and quality capability framework for WA Health
- Establish systems, resources and processes for sustainable healthcare improvement
- Integrate the consumer voice at all levels to inform planning, design and delivery of care
- Standardise the collection and report of patient-reported experience and outcome measures across WA Health
- Deliver compassionate healthcare through workforce, consumer, carer and family partnerships



Improving safety and quality in health care: A strategic plan for action in WA 2024-2026 is comprised of 3 strategic domains, each supported by 3 goals to focus on over the next 3 years.

Safe

Safe care for patients, supported by a workforce with a strong safety culture.

High-performing

Establish and embed health care infrastructure to create sustainable system wide focus on quality planning, quality improvement and quality control.

Person-centered

Actively partner with consumers and clinicians to recognise and respond to the evolving and diverse needs of the community.

Further details are available on the [WA Health intranet](#). Development for public sites is currently under-way.

WA Healthcare Safety and Quality Capability Framework

Workforce culture and strong safety and quality (S&Q) capabilities are important pillars of safe effective health care. Together, these support a positive staff experience and safety culture to ensure that patients receive safe, quality care every time. Developed by adapting the NSW CEC S&Q Capabilities Program to WA's local processes and governance, the **WA Healthcare Safety and Quality Capabilities Framework** was created.

This framework will be used to guide Health Service Providers (HSPs) and the Department of Health (DOH) at an organisational level on improving the foundation on which WA Health can continue to build a strong safety and quality workforce.

WA Healthcare S&Q Capabilities Framework encompasses six capabilities :

- Contribute to High Reliability
- Manage Clinical Incidents and Risk
- Manage Individual Factors that Influence Performance at Work
- Uphold a Safety Culture
- Utilise Improvement Methodologies
- Utilise System Thinking

The WA Healthcare S&Q Capabilities are an occupation-specific capability set for WA Health employees that outlines the capability definitions and behaviour indicators by level. The behavioural indicators are a series of statements that illustrate the knowledge, skills and associated behaviours that an employee should ideally demonstrate. Behavioural indicators are organised into level descriptors. Level descriptors are mapped to role type depending on the complexity and skill required for the role.

Embedding S&Q capabilities helps to support positive staff experiences and work culture to ensure that patient safety is everyone's business.

ORGANISATIONAL BENEFITS

- Develop a workforce that focuses on S&Q to deliver high-quality healthcare and patient outcome
- Become a High Reliability Organisation capable of managing and sustaining a near error free performance, delivered in a complex and dynamic health care environment
- Obtain evidence to assist in the development of our strategic goals/priorities

EMPLOYEE BENEFITS

- Build on S&Q capability knowledge from a foundational level to a highly advanced level dependent on their position or interest
- Develop their quality improvement knowledge and skills to participate or lead quality improvement projects in their workplace
- Develop their leadership and management knowledge and skills
- Manage and achieve their career development

Follow the link to find out more about the new [WA Healthcare Safety and Quality Capabilities Framework](#).

MTU Finalists at WA Health Awards 2024

COVID-19 Medication Management Project

Between December 2021 and June 2023 the **Medicines and Technology Unit (MTU)** supported an urgent and vital pandemic response by providing a robust clinical governance for appropriate, safe and equitable use of a limited supply of COVID-19 medications across WA.

This was a time of uncertainty in a rapidly emerging space involving medications that had provisional Therapeutic Goods Administration approval due to limited published evidence and safety data for their use. There was an urgency to make these medicines available during the pandemic with a limited supply provided by the Commonwealth providing additional challenges to ensure patients at highest risk of COVID-19 complications received the treatment they needed. WA Health was also

required to capture specific data for Commonwealth reporting requirements for the use of all COVID-19 treatments to monitor usage, appropriateness of use and patient outcomes.

To ensure robust clinical governance for appropriate and safe use of these medicines, the team worked closely with Heads of Service Infectious Disease Specialists, Chief Pharmacists and the Disaster and Prepared Management Directorate to navigate the logistics for medical review and pharmaceutical supply for WA patients. MTU also collaborated with multiple stakeholders across WA health including the Office of the Chief Health Officer, State Health Incident Control Centre, WA Primary Health Alliance and the WA Branch of the Pharmaceutical Society of Australia .



Key deliverables were the development of electronic approval platforms for each medicine so patients at highest risk of COVID-19 complications were prioritised treatment; development of a Power BI dashboard for reporting and stock management requirements, and clinical and consumer resources for each medicine. A COVID-19 Treatment Expert Advisory Group was convened by MTU to provide governance, clinical oversight and guidance for these treatments including reviewing clinical guidelines, consumer resources and patient consent requirements for WA Health.

There are many people MTU would like to acknowledge whose expertise and support was essential in ensuring the project's success.

With special thanks to:

- Health Service Provider Heads of Service Infectious Disease – Dr Moira Wilson, Dr Thomas Gliddon, Dr Claire Italiano, Assoc Prof Asha Bowen, Dr Helen Van Gessel
- Disaster Preparedness Management Directorate – John Heslop and Dr Tudor Codreanu
- Public Health Communicable Disease Directorate – Dr Clare Huppatz
- Members of the WA COVID-19 Treatment Expert Advisory Group – chaired by Prof Christopher Etherton-Beer
- WA Health Chief Pharmacists – Department of Health - Meeghan Clay, and Health Service Provider leads Brenda Shum, Adam Hort, Christopher Hopps, Barry Jenkins, David McKnight and all Chief Pharmacists across WA Health.

What's New in Accreditation



The **Licensing and Accreditation Regulatory Unit (LARU)** is the state regulator for accreditation for all public and private hospitals, private day hospitals (Class A) and public dental health services. Along with their regulatory role, LARU now also fill a stewardship role, supporting WA health with educational resources, communications forums and promoting collaboration as well as acting as intermediary, clarifying, and disseminating accreditation related information produced by the **Australian Commission on Safety and Quality in Health Care (ACSQHC)**.

Recent activities run by LARU to support the transition to mandatory short notice accreditation from July 1, 2023 included:

- Coordination of three education forums on short notice accreditation [assessments](#). (see further information below)
- Updates to the [LARU accreditation website](#) (check it out and watch this space, there are additional resources and FAQs to come)
- Updates to the Mandatory accreditation [policy](#) and [procedure](#).

LARU Accreditation would love to hear your suggestions to improve the LARU accreditation website or ways to better steward accreditation in WA. Feel free to reach out via email on LARUAccreditation@health.wa.gov.au.

Short Notice Accreditation Forums

LARU ran three forums, each of which had between 250 and 300 registered attendees. About 75-80% of participants were from public health care services, with the remaining from various private health care services. Two of the forums included presentations by Margaret Banks, the Director of the National Standards Program at the ACSQHC. Margaret outlined the key changes to the accreditation program nationally with the move to short notice assessments in the first forum and followed up with more detailed information and resources on short notice at the third forum.

The second forum included a presentation by a NSW health service who voluntarily underwent short notice accreditation. They provided some key lessons learnt and tips to assist WA health services in their preparation to be “ready every day” for accreditation.

Survey responses post the forums provided valuable feedback to LARU to assist with future planning.

Working With Consumers and Carers Toolkit

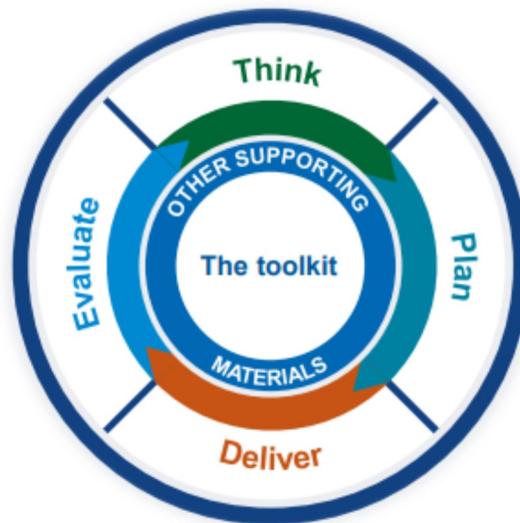
The Department of Health is pleased to announce that the '**Working with Consumers and Carers Toolkit**' (Toolkit) is now available on the Department's corporate website. The full Toolkit has been made available alongside a 2-page summary.

Developed as part of the commitment to Recommendation 4 of the Sustainable Health Review (SHR4), the Toolkit aims to increase consistent, effective and meaningful support and engagement with WA health consumers and carers.

Along with the current effective engagement strategies already implemented across the DOH, this Toolkit presents a minimum standard of engagement and a comprehensive guide to all staff—both experienced and new to the space. Using a four stage initiative, along with accessible tools, templates and resources, the new Toolkit gives step-by-step guidance on how to work with consumers and carers in WA.

The 4 key stages of consumer and carer engagement:

1. **Think:** Key enablers and considerations for effective engagement
2. **Plan:** Practical planning advice and templates
3. **Deliver:** Tools and templates to undertake and sustain engagement
4. **Evaluate:** Steps and considerations for understanding what works and needs improving



Each of these stages follows 6 key principles:

- Accessible and inclusive
- Respectful and safe
- Authentic
- Clear communication and transparency
- Purposeful
- Committed and accountable

To get access to the Toolkit go to [Working with Consumers and Carers Toolkit \(health.wa.gov.au\)](https://www.health.wa.gov.au)

If you have any feedback or queries, please contact the HealthPolicy@health.wa.gov.au mailbox.

NOTE

The release of the Toolkit will see the retirement of the *You Matter Guideline*, with the Toolkit offering the most current up-to-date guidance on engaging with WA Health consumers and carers.

WA Information Patient Approval System (WAIPAS)

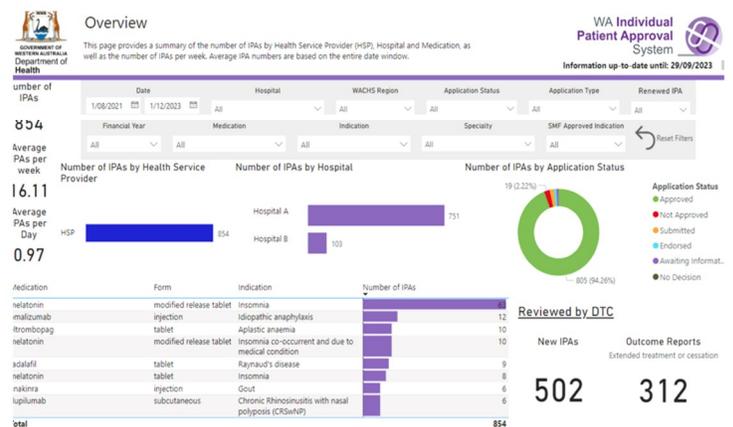
Inconsistencies and inefficiencies in paper-based processes for individual patient approvals (IPAs) have been identified across HSPs. IPAs represent a significant expenditure for WA Health and are often associated with the use of medicines that are new or not well supported by evidence of clinical and cost-effectiveness. In the allocation of scarce health resources, it is important that there is awareness that expenditure represents best possible value. For IPAs, this means that expenditure must be able to demonstrate good clinical outcomes and variation in governance processes across health services made it challenging to provide assurance that this is occurring.

An electronic platform - WA Individual Patient Approval System (WAIPAS) - was developed to capture the submission, review, and approval process of IPAs as well as prompts, follow-up's and documentation of clinical outcomes. The majority of HSPs were working from paper-based IPA forms,

therefore electronic data management of this information was expected to save time in receipt, communication and review of the application, as well as reducing administrative burden. The applicant and other nominated individuals supporting care for the patient can also see where their application is in the process of review, limiting the interruption time for the Drug and Therapeutics Committee (DTC) chair and secretariat time for follow-up and response.

A WAIPAS Business User Group with HSP representation was set up to provide oversight and governance of the platform from its inception through to the live platform that supports clinicians today. A WAIPAS Information HUB was set up to provide HSPs with user guides, end user cheat sheets and video training to assist health professionals with using the site.

WA Individual Patient Approval System



Implementation of WAIPAS to support Drug and Therapeutics Committees with management of IPA has been in process since July 2021 and will be accessed across all HSPs by the end of 2023. A Power BI dashboard displaying data exports from WAIPAS has also been created to assist Drug and Therapeutic Committees (DTC) with data reporting on IPAs.

Initial feedback showed that the platform was well received, easy to use and accessible via desktop and mobile devices, as well as being a welcome

change to support local medication governance and their processes. An increase in efficiency was also identified by the DTC Executive Officers. The rollout of the WAIPAS platform has replaced paper-based IPA processes across WA Health and early evaluation has demonstrated improved governance, streamlined process and quality, and equitable use of non-state-wide medicines formulary medicines. A further benefit has been enhanced visibility of IPA decisions across HSPs, promoting inter-site collaboration and discussions between DTCs.

From WA Audit of Surgical Mortality (WAASM) to Global Recognition



Commencing in June 2001 as a pilot project, WA Audit of Surgical Mortality (WAASM) has since grown into a state-wide audit program. Funded by the WA DoH, WAASM is a peer-reviewed, external and independent surgical audit designed to inform, educate, facilitate change and improve practice of all clinicians. Since 2005, WAASM has been managed externally by Royal Australasian College of Surgeons (RACS). Due to WAASM's success, RACS expanded into other states and territories under the umbrella Australian and New Zealand Audit of Surgical Mortality (ANZASM)

From this, Australia and New Zealand Emergency Laparotomy Audit—Quality Improvement (ANZELA-QI) was founded to further improve data on care and safety of patients undergoing emergency abdominal surgery in Australia.

Most recently ANZASM has been recognised globally with publications in the World Journal of Surgery and the British Journal of Surgery. A big congratulations to WA Safety and Quality directorate for spearheading this into a national audit, as well as playing a key role in providing information and advice during the development and roll-out of this process.

To read the full journal articles and find out more about how WA DoH is spearheading the improvement of patient safety and clinical quality—both state-wide and internationally—head to the links below!

1. [Observations from Australia's National Surgical Mortality Audit | SpringerLink](#)

2. [Low mortality rate after emergency laparotomy in Australia is a reflection of its national surgical mortality audit influencing futile surgery | British Journal of Surgery | Oxford Academic \(oup.com\)](#)

Project Spotlight

Statistical Process Control (SPC) Chart

HQIU use a special type of chart to measure quality over time called a Statistical Process Control (SPC) chart. They have built an easy-to-use tool for Power BI which needs no statistical knowledge. In December 2023 it was published by Microsoft and is used in hospitals across Western Australia, Australia and globally. To keep up to date with statistical developments by HQIU or if you further interested in WA health intelligence visit the [Safety & Quality Indicator Set \(SQiS\)](#).

Redcap Forms for RTU Processes

The team at RTU have been improving the efficiency of processes through the use of Redcap forms for monitoring adverse events and approving conditions for preimplantation genetic testing of embryos. With the rapidly expanding field of genomics, the improved genetic understanding of conditions and testing technology, and the availability of affordable preconception genetic screening, it is important that RTU adjust processes to remain contemporary.

Events in 2024



Following the tremendously positive feedback received in response to the inaugural Safety & Quality Data Summit in July 2023, the HQIU in collaboration with the Health Roundtable is thrilled to announce the second in-person Safety and Quality Data Summit with the theme “Curiosity and Capability” on Wednesday, 28 February 2024 at the University Club of Western Australia.

Event highlights include

- **Keynote Speakers** – an impressive line up of local, interstate and international speakers; and
- **Innovation Spotlight** - a high-energy showcase of local safety and quality initiatives presented in an impactful 3 minute “elevator pitch”.

Click [here](#) to submit your expression of interest in submitting a nomination to present in the Innovation Spotlight and receive more information.

Registrations will open in January, so stay tuned for your chance to be part of this exclusive event!

International Forum on Quality and Safety in Healthcare

Brisbane, Australia 2024 : 06/11/2024—08/11/2024

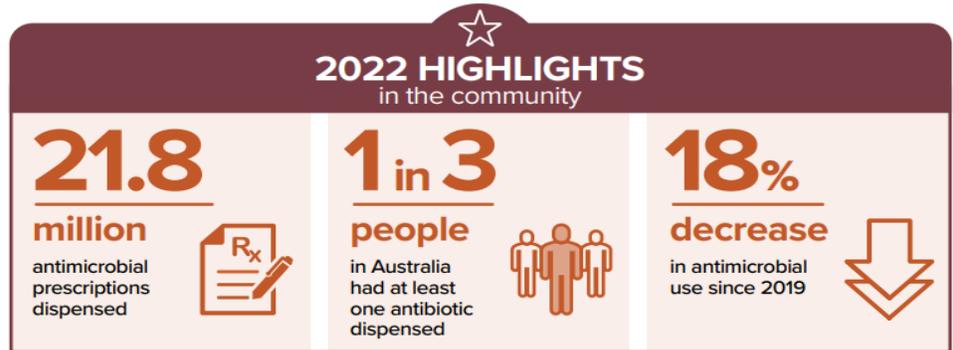
- Registrations and poster submissions open March 2024

To find out more about event speakers and how to get involved head to [International Forum Brisbane 2024 | 6-8 November 2024 \(bmj.com\)](#)

Australian Commission on Safety and Quality in Health Care

AURA 2023: Fifth Australian report on antimicrobial use and resistance in human health — Published November 2023

Antimicrobial Use and Resistance in Australia (AURA) 2023 analyses data from 2020-2022 to report on new patterns and trends in the use and appropriateness of antimicrobial resistance in Australian healthcare settings.



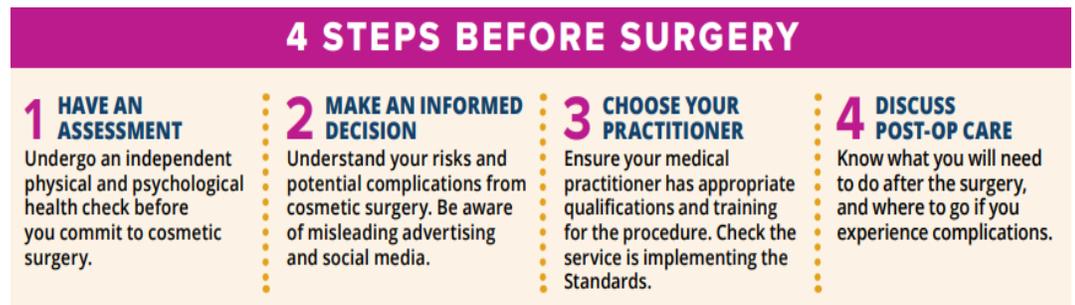
Find out more on the [ACSQHC webpage](#).

Cosmetic Surgery Standards — Launched December 14th 2023

ACSQHC has recently developed a National Safety and Quality Cosmetic Surgery Standards for all facilities performing cosmetic surgery. Before now, there were no national safety and quality standards for cosmetic surgery. The new Cosmetic Surgery Standards will help to ensure that people choosing to have a cosmetic surgical procedures can access safe, high-quality treatment.

The Cosmetic Surgery Standards apply to cosmetic surgical procedures that involve cutting beneath the skin, such as breast augmentation, eyelid surgery, liposuction and facelifts. Key focus areas addressed by the Cosmetic Surgery Standards are the assessment of patient suitability including:

- General and psychological health
- Advertising
- Informed consent
- Complaints
- Clinician qualifications
- Post-operative care.



Find out more at [Cosmetic Surgery Standards](#).