



DPV
Health®



Excellent Care



DPV Health's
Clinical & Quality
Governance Framework

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About DPV Health's Excellent Care Framework

Connecting DPV Health's vision to Excellent Care.

DPV Health's vision is to support the health and wellbeing of our communities. This vision is brought to life each day through our commitment to deliver excellent care.

DPV Health is a provider of a broad and diverse range of community health and community support services predominantly across the North Eastern Metropolitan region of Victoria, representing some of the State's highest population growth and most diverse communities including:

- > Vibrant cultural backgrounds with more than 35% of community members born overseas.
- > A broad range of age groups with both high levels of ageing population and growth in young families moving into the region.
- > Levels of psychological distress, family violence and physical health issues within our local communities which are higher than the Victorian state average.
- > Cohorts which have higher levels of personal and community support requirements when compared to the population of greater Melbourne.

DPV Health's vision is supported through an expanding range of aged care, adult, youth, child, and family services including COVID-19 response, allied health, mental health, medical, dental, social support, disability support, family violence and community development. The DPV Health Board of Directors leads our strategic focus on growing service types and service locations to meet the increasing demand within our community.

“
Healthcare is inherently complex and high risk. High-quality health care required continued commitment from all employees to the pursuit and maintenance of excellence... each and every component of health care counts, just ask the patients.
”

Victorian Clinical Governance Framework, Safer Care Victoria 2017

Providing high quality and safe services demands a strategic and operational emphasis on clinical and quality governance. Clinical governance describes the culture, systems and responsibilities required to ensure the safe and high-quality clinical performance within a health service. Quality governance extends this focus to be relevant to all community services, with the same commitment to safe, person centered care, high quality care underpinned by performance monitoring and ongoing improvement. The Excellent Care Framework is aligned with Safer Care Victoria's' Clinical Governance Framework and the Victorian Department of Health and Human Service's Quality Governance Framework for Community Services.

DPV Health's clinical and quality governance systems guide the planning, delivery, and evaluation of Excellent Care. With "Collaboration" being one of DPV Health's core values, we understand it takes a combination of people, culture, systems, and processes all working together to achieve our vision.

Elements of the Excellent Care Framework

DPV Health has produced the Excellent Care Framework to support a shared understanding of what we mean when we use the term Excellent Care.

Through explaining all the elements of Excellent Care, the Framework will enable the DPV Health workforce, leaders and Board of Directors accountability with a focus on the quality and safety of service planning and delivery. The Excellent Care Framework describes the organisational clinical and quality governance approach as 4 core components, these are:

- > **DPV Health's Excellent Care Goal**
A clear explanation of DPV Health's Excellent Care goal including how this is supported by our DPV Health values.
- > **The Excellent Care Pillars**
The pillars are the guiding principles that support DPV Health to achieve our Excellent Care goal.

- > **The Roles within Excellent Care**
Every person at DPV Health has a role to play, in partnership with the client, in planning, delivering, and experiencing excellent care. The framework will provide guidance on the core role responsibilities for DPV Health clients, our workforce, and leaders and the DPV Health Board, articulating how each role differs but has a common focus on Excellent Care.
- > **The Excellent Care Systems**
Excellent Care Systems are the combination of processes, accountabilities and records required to complete a core organisational function. The Excellent Care framework will demonstrate the key organisational systems which collectively work together, in cohesion, to deliver excellent care.



DPV Health's Excellent Care Goal

 To plan, deliver and experience **Excellent Care** for every person, every time.

The Excellent Care goal statement: **To plan, deliver and experience Excellent Care for every person, every time**, asserts DPV Health's deliberate commitment to consistency in quality and safety. We know that high quality and safe care is only truly achieved when there's an ongoing and consistent experience of Excellent Care, across DPV Health's diverse clientele.

The Excellent Care goal statement recognises the client's experience of care occurs right across the service continuum, from point of access, through service planning and all aspects of service delivery, it is equally important at all points of the clients' journey.

The Excellent Care goal statement acknowledges that the client experience determines service quality and safety and further, that any and every client has an experience of care. The client experience may be as a direct service user, as part of a client consultation, through client advisory or representative positions or during client feedback and evaluations. The client's experience of excellent care can be at an individual program-level or at an organisational-level as part of service planning and evaluation.

Connecting to our values

The achievement of DPV Health's Excellent Care goal for every client, every time demands a strong values-based organisational culture. The DPV Health values describe what DPV Health stands for, and our values direct our organisational approach. At an individual client level, the organisational values should mirror their experience of DPV Health's service planning and delivery.

We can look to the DPV Health Values when considering the behaviours required to deliver excellent care:



- 1. Inclusion** We create an equal and more respectful world by making space and standing with people of all backgrounds.
- 2. Integrity** Our ethics, fairness and transparency drive actions and outcomes that we can all feel proud of.
- 3. Excellence** We believe in extraordinary service and we achieve it by going the extra mile to help others.
- 4. Innovation** We look to a better and brighter tomorrow to shape the potential today.
- 5. Collaboration** We work together to nurture the ideal conditions for our community to thrive.

DPV Health's Excellent Care Pillars

Defining what we mean by Excellent Care is critical to understanding how Excellent Care is experienced. As a clinical and quality governance framework, the Excellent Care framework defines what high quality and safe service planning and delivery means within DPV Health.

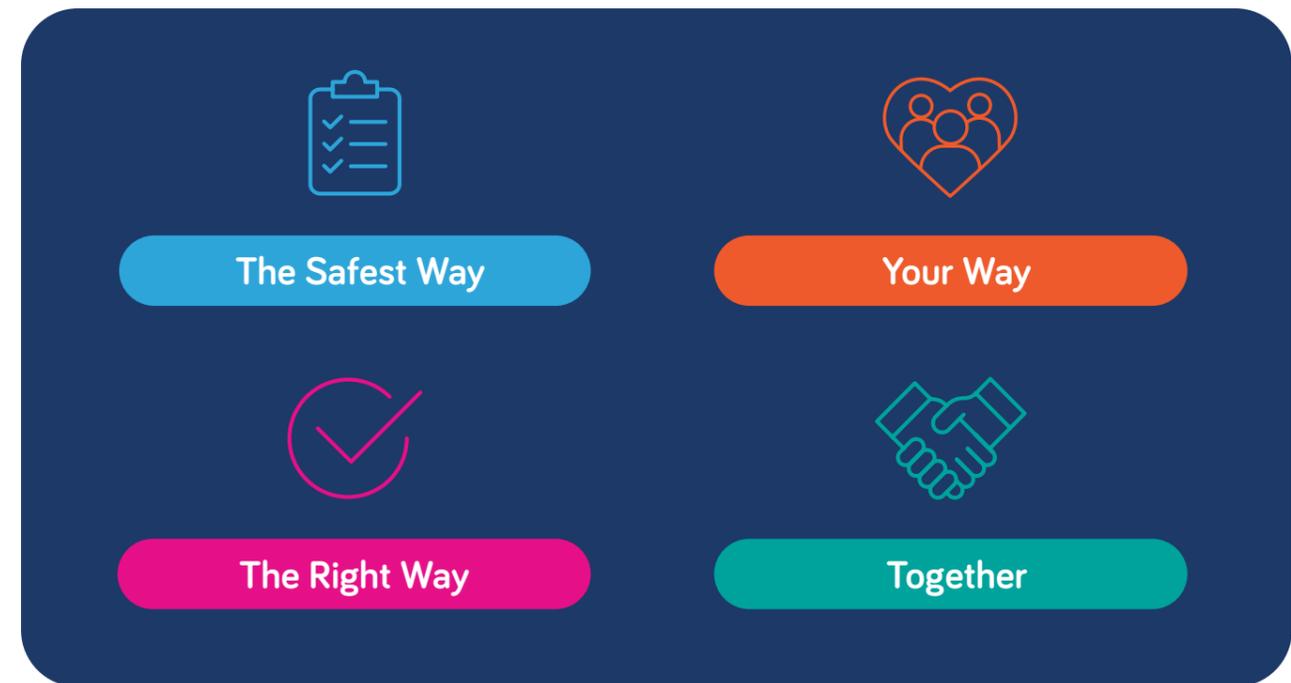
When health care and community support services test the core elements for high quality and safe care with employees, clients and client representatives, people's feedback is consistently grouped into 4 essential domains or principles: *Safe, Effective, Person Centred and Connected*. The Victorian Community Services Quality Governance Framework (DHHS, 2018) uses these principles to define the Victorian community services quality governance goal.

The DPV Health Excellent Care framework describes these principles as Pillars, and we reference these principles in ways that align with DPV Health's value proposition and our DPV Health cultural growth program, the 'DPV Health Way'.

“ Quality governance: the integrated systems, processes, leadership and culture that are at the core of safe, effective, connected, person-centred community services, underpinned by continuous improvement. Delivering safe, effective, connected, person-centred community services is a shared goal of all community service providers. **”**

Victorian Community Services Quality Governance Framework, Dept. Health and Human Services, 2018

The DPV Health Excellent Care framework Pillars are described as:



What does each DPV Health Excellent Care Pillar stand for?

Each Excellent Care Pillar highlights a critical element of Excellent Care. However, the achievement of Excellent Care is dependent on all Pillars being enacted in unison rather than a single pillar in isolation.

The ongoing organisational cycle of monitoring and evaluation allows us to review client experience and outcomes, whilst understanding when things are working well and when things can be improved. As DPV Health's commitment to ongoing improvement is fundamental to Excellent Care, there is always an opportunity to grow, develop and improve.

So, to recap the Excellent Care Pillars describe the way Excellent Care is planned, delivered and experienced. When the client's care is planned and delivered in the safest way, in your (the client's) way, in the right way and together, the Excellent Care goal is achieved.



DPV Health's Excellent Care Roles

People are central to health and community care. Everyone has a role to play including those that require support, those that provide support, those that design, oversee organisational systems or processes, those that lead and those that govern.

Excellent care is achieved every time for every person when everyone within DPV Health understands and commits to their role in planning and delivering Excellent Care. It is people's values, skills, behaviour and experiences that influence and determine the quality and safety of care.

Every role within DPV Health contributes to Excellent Care. This includes support functions, client service functions, clinical and care service delivery functions, volunteers, students, leaders, Executive members, and Directors.

Every work function and process undertaken within DPV Health has the capacity to influence a negative or positive experience by the client. Even those roles that do not have any direct client contact, in some way, shape, form or have an impact on the client's experience. It is for this reason, that we say Excellent Care depends on **everyone** committing to the Excellent Care goal and playing their role in planning and delivering excellent care for every person, everytime.

Everyone involved with DPV Health contributes to the ongoing monitoring of quality and safety, informing and driving continuous improvement. The greater the diversity of minds providing feedback on their DPV Health experience, the richer the opportunities and ideas for improvement.



Overview of Excellent Care roles



Our Clients
To receive and participate in Excellent Care

- > Clients engage and participate as partners in the planning, delivery, and evaluation of DPV Health services.
- > Client participation is valued and supported at the service delivery level, and at the organisational level for service planning and governance.
- > Individual diversity is acknowledged, respected, and embraced.
- > Every Clients' experience, goals and choices are central to the planning and delivery of Excellent Care.
- > Clients can trust that DPV Health values, seeks, listens, and acts on Client feedback and experience.



Our Workforce
To plan and provide Excellent Care

- > All employees understand and enact their role in planning, delivery and experiencing Excellent Care.
- > DPV Health employees work in teams with Clients, pacing the Client's needs and choices at the centre of decision-making.
- > Employees work within, and are supported by, well-designed systems.
- > Employees are responsible for the safety and quality of their own performance, always striving for excellence and actively seeking and supporting opportunities to improve.
- > Employees are engaged in organisational monitoring and continuous improvement systems.



Our Leaders
To lead Excellent Care

- > Leaders are primarily responsible for ensuring that the systems which support the delivery of Excellent Care are well designed and high performing.
- > Leaders support the workforce to learn and implement organisational systems and processes.
- > Leaders coach and manage performance.
- > Leaders interrogate performance data and drive improvement efforts to achieve organisational strategy, operational excellence and clinical best practice.
- > Leaders role model and coach others to embody DPV Health's person-centred and values based culture.



Our Board of Directors
To govern Excellent Care

- > The DPV Health Board of Directors establish and oversee a strong organisational culture and commitment to Excellent Care through effective governance systems.
- > The Board of Directors monitor and evaluate organisational performance ensuring operational improvement is aligned with the organisational strategy.
- > The Board of Directors value the client experience and community engagement as key to organisational success.

Excellent Care Roles Explained



The Safest Way – roles explained

DPV Health commits to protecting people's safety through disciplined and proactive risk scanning, risk assessment and risk management. We understand the diverse dimensions of safety including physical and environmental safety, infection prevention and emotional, psychological, and social safety. When considering what influences an individual's safety, DPV Health appreciates the unique vulnerabilities that arise from an individual's age, cultural background, social circumstances, gender identity, sexuality, or level of independence.

Within the DPV Health workplace, we commit to protecting and upholding occupational health and safety (OH&S) through a robust system of risk assessment, risk management, OH&S policies, procedures, and training.

Planning and delivery of excellent care in the safest way requires open and transparent communication, a focus on trust and accountability, respect for an individuals' rights, dignity and choices and a duty of care for all.



The Safest Way



Clients

- I feel safe and protected, free from threats and violence
- I am respected and feel included in every engagement with DPV Health
- I feel welcome and comfortable
- I can speak up if something isn't right
- I am not judged, I am accepted for who I am
- I am safe in a clean, accessible and hygienic physical environment
- The equipment I use is safe and fault free



Workforce

- I am supported to understand how to work safely
- I consciously protect against harm
- I am confident to speak up if I see something that may pose a safety risk to me or others
- There are clear and accessible procedures for me to follow
- I keep up to date with procedures and ask my leader if I don't understand



Leaders

- I ensure service environments and cultures protect DPV Health's commitment to zero tolerance to harm
- I respond to new risks efficiently and appropriately
- I lead and cultivate a safety culture, creating opportunities for employees and clients to speak up about any quality and safety concerns
- I encourage consideration of duty of care verses dignity of risk when supporting client risk management planning
- I ensure procedures are current, accessible and understood



Board of Directors

- I set the tone - Safety is our highest priority
- I endorse a Zero Tolerance to Harm position
- I embrace inclusion and diversity promoting equitable and accessible services for all community members
- I oversee organisational risk assessment and risk management
- I set the tone and monitor compliance with legislative requirements through key policy and procedures



Your Way – roles explained

DPV Health places the client at the centre of all choices and decisions involved in care planning and delivery. We describe our organisational approach to person centred care as 'Your Way', symbolizing the client's autonomy and empowering the client's preferences, needs and values as key to the way care is planned, delivered, and experienced.

Person-centred approaches to care will optimize the client's positive experience and lead to improvements

in safety, quality, and cost effectiveness of services. To fully achieve person-centred care DPV Health will work in partnership with clients, client representatives, carers and families. Partnering with clients recognises the value of the client voice, and the need for client experience and expertise to help shape decisions about DPV Health at the organisational, program and individual service level. DPV Health recognises and celebrates the diversity within our local communities and we value inclusion and collaboration in all organisational practices.



Your Way



Clients

My views and opinions are actively listened to

I receive care and support in a way that makes sense to me

My experience and expertise is valued

I am presented with options and I direct choices and decisions regarding my care

I choose how much I participate in the services I receive

I am showed patience and understanding

I am understood as a whole person, not just as a condition

The cost of my care is not a barrier to accessing my care

Services are provided in a culturally sensitive way



Workforce

I seek to understand an individual's cultural background and values to enhance our communication and care relationship

I plan and deliver culturally sensitive and inclusive support being mindful of individual diversity

I am flexible in my approach, adapting to individual needs

I apply active listening skills

I provide information and options to help the individual make their choices and decisions

I support clients to identify meaningful and relevant care plan goals and action plans

I assist clients to review their progress and identify the outcomes achieved during service involvement

I reflect on my practice with consideration to inclusive, person centred care



Leaders

I engage with clients to understand their experience of the services and programs I manage

I lead by example and role model inclusive, person centred practice

I place client experience and requirements at the center of my decision-making

I aim to evolve my understanding of local client and community needs through surveys, consultations and feedback management



Board of Directors

I lead by example by placing the client and community needs at the centre of decision-making

I drive a commitment to seeking, listening and acting on the client voice at all levels of the organisation

Clients views, experiences and needs inform our strategic planning

I value and empower client representative positions within DPV Health governance bodies



The Right Way – roles explained

The consistent achievement of excellent care, being planned and delivered in the right way, is dependent on care being deemed appropriate, effective and timely from both the client's perspective and with consideration to service and program outputs, outcomes and community impact.

DPV Health understands and commits to compliance with our complex regulatory and legislative requirements as a Health and Community Services provider.

DPV Health maintains a range of accreditations which assure our community and partners that our service quality and safety is in line with the requirements of the accreditation standards.

When considering how health and community care can be delivered in the right way, it's also important to ensure our practice is evidence-based and in line with the latest research and clinical guidance.



The Right Way



Clients

I receive care that supports my goals

I know what to expect and when things will occur

I'm involved in reviewing whether the care provided met my needs and identifying the outcomes achieved

I am confident and supported to provide my feedback and suggestions

Services are provided on time

I am continually asked for my consent, I know my confidentiality is upheld

I can trust recommendations (evidence based) I am given

I can understand information and resources provided to me



Workforce

I am appropriately credentialed and qualified

I am competent in what I do and maintain my skills

I always seek to provide the best care/ service in line with evidence-based practice

I am encouraged and supported to share my ideas for improvement and participate in improvement initiatives

I am accountable. I keep everyone updated on progress, due dates and changes in timelines

I have the necessary resources and equipment to do my job properly

I am supported to undertake training in current and emerging evidence based best practice

I ensure I seek and confirm informed consent

I receive regular supervision and support within my workplace



Leaders

I lead and manage the planning and delivery of excellent care every time for everyone

I seek improvement opportunities

I design and implement high performing systems to support the best care

I lead a 'just culture'; one of fairness and transparency

I lead and support employees to provide excellent care every time for everyone

I participate in continuing education to evolve my leadership skills and confidence

I promote and lead innovation and improvement

I respond to notifications of incidents and complaints quickly, ensuring timely communication with clients and investigation of matters



Board of Directors

I am accountable for the quality and safety of DPV Health services

I prioritise a focus on Clinical and Quality Governance when setting replace with DPV Health's strategic priorities and plan

I demand a focus on improvement and innovation

I ensure organisational accountability through regular performance monitoring and evaluation

I commit to professional development at all levels of the organisation



Together – roles explained

By working together we achieve excellent care. This element of excellent care also signifies the importance of an individual's care being well coordinated both within DPV Health and across DPV Health and other services. Working together demands open and fluent communication and prioritization of the time required to share information and discuss aims and outcomes.

DPV Health values the client partnership in designing, planning, delivering, and evaluating care. We seek and listen to client views, preferences, and opinions at a program and organisational level. We recognise the diversity in our client community and aim to engage with all client voices.

DPV Health fosters and nurtures partnerships across service teams and with external agencies who support our local communities.



Together



Clients

I don't need to repeat my story

I receive care in a coordinated way

All of my care providers are working together to make sure my needs are met

There's a shared sense of accountability to help me reach my goals

I receive helpful information when I need it

I can contribute to DPV Health's strategy, policy and

I can influence change in my own care and at a program and organisational level



Workforce

I am an active team player

I look for ways to work better together

I share information to assist people to understand opportunities and risks and make informed decisions

I can readily access interpreter support to assist client communication

I build relationships with members of the multi-disciplinary team to enhance our understanding of each other's role

I network with other service providers to build my referral resources and knowledge

I take the time to provide information and update others involved in my clients care



Leaders

I nurture teamwork and collaboration

I share information and promote timely communication between management and employees

I foster partnerships with local service providers and agencies to enhance continuity of client support

I provide team members with time and opportunity for case reviews and clinical supervision

I represent clinical quality and safety issues at local networks and service provider forums



Board of Directors

I seek and value feedback from clients, employees, and leaders to inform my decisions

I promote and model inclusive and accountable decision-making

Client representative positions inform the Board of Directors on quality and safety matters



DPV Health's Excellent Care Systems

Excellent care is dependent on a number of key organisational systems all performing in an integrated and optimum way. This framework identifies the core systems required to achieve and maintain DPV Health's Excellent Care goal.

There are 6 core systems detailed in the Excellent Care framework, however, each of these systems must co-exist and perform in an interdependent manner, within a whole of organisation approach. Rigorous and regular monitoring and evaluation ensures the ongoing optimal performance of all systems and informs the next steps required to continuously improve system performance. To plan and deliver excellent care, every time for every person requires the following 6 core systems:



Client experience & partnerships

- > Seeking and acting on client experience, valuing feedback as a key indicator of service quality and safety
- > Enabling clients and their families as members of the health team and DPV Health community

Governance, leadership & culture

- > Visible, accountable and purposeful leadership at all levels of the organisation to cultivate an inclusive, engaged and just culture which directly facilitates the planning, delivery and experience of high quality and safe services.
- > An excellent care culture is shaped and led by the Board of Directors, modelled by leadership, embodied in daily workforce activity and experienced by all clients.

Engaged & effective workforce

- > An engaged, effective workforce that actively participates in an ongoing process of self review and performance development
- > The workforce has the skills, knowledge, training and organisational resources to perform the tasks required of them, and they understand the concepts of quality and safety and continuous improvement.

Performance monitoring & outcome evidence

- > The regular monitoring of safety, client experience, service outputs, outcomes and organisational impact, using relevant measures, to understand organisational performance and inform organisational improvement
- > Performance monitoring gives purpose to Information and data so that it is used to its full potential to provide organisational insight and inform strategy, improvement planning and performance management

Process & evidence based best practice

- > The application of best knowledge, derived from research, clinical experience and client preferences to achieve optimum processes and outcomes of care
- > The application, documentation and ongoing improvement of business systems and processes, with a focus on integration and efficiency, to enable organisational excellence and clinical best practice

Safety & risk management

- > Clinical and operational risk identification, assessment and management systems allow the timely identification of circumstances that place clients at risk of harm, and respond to prevent or control those risks

Everyone's Role Within the Excellent Care Systems

Everyone has a role to play in planning and delivering excellent care. The systems of excellent care are brought to life by the people who plan, develop, work within, and experience those systems.

Each Excellent Care system will involve different players depending on the nature and context of the system. For example, the Safety & Risk Management system involves every role within DPV Health; our Clients, our Workforce, our Leaders, and our Board of Directors, all understanding and enacting their responsibilities for safety and risk management.

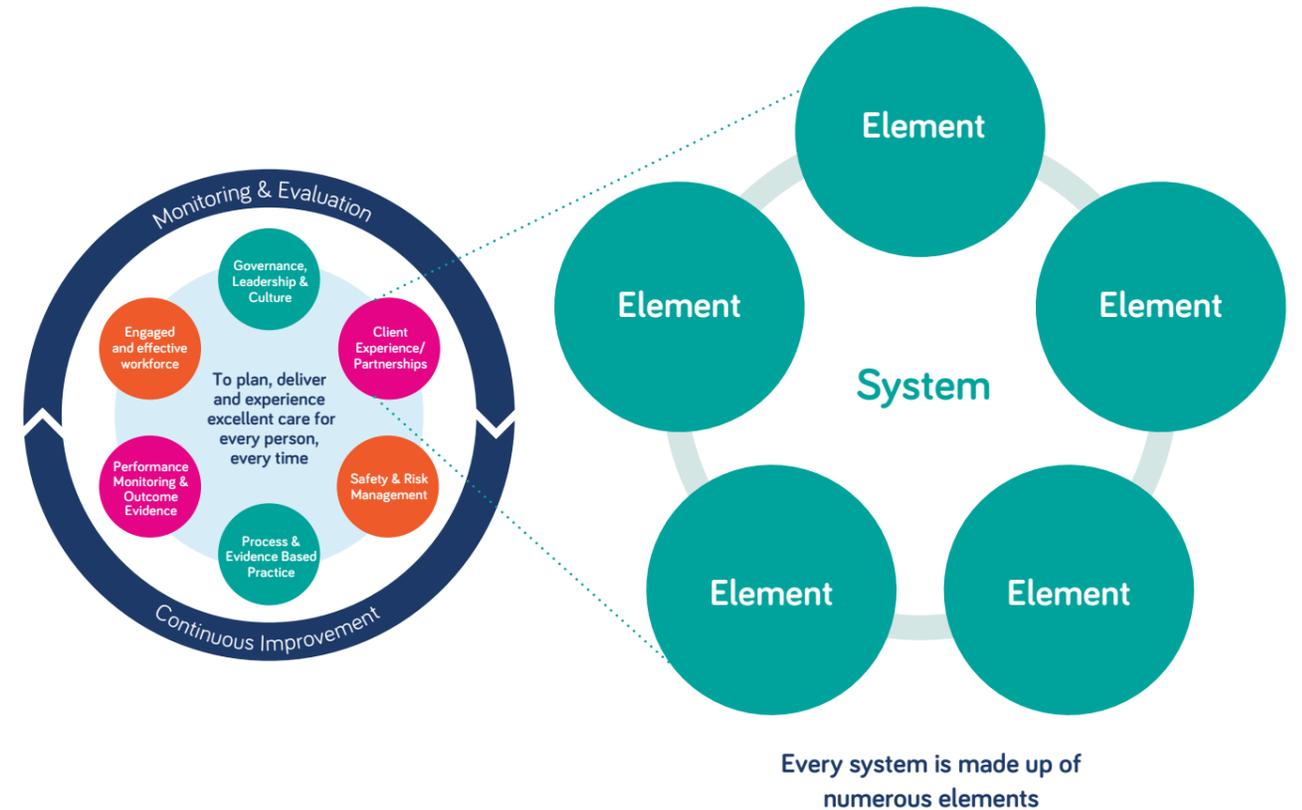


Understanding the Systems Involved in Excellent Care in More Detail

Systems are complex by nature. Health and community care systems are inherently complex and intricate. DPV Health identifies 6 core systems which work in an integrated and cohesive fashion to achieve Excellent Care for every person, every time.

All 6 systems must be driven by the same objective, that is, to consistently achieve the DPV Health Excellent Care goal: to plan, deliver and experience excellent care for every person every time.

Each system has a unique contribution to the achievement of excellent care and comprises a number of core elements. This framework presents the core elements, it is not intended as an exhaustive list, as we recognise the complexity and evolving nature of quality and safety systems. The element descriptions describe optimal quality and safety approaches and inform DPV Health's ongoing operational improvement planning and strategic focus.



System: Client Experience & Partnerships

DPV Health's excellent care goal places the client experience at the center of program and service planning, delivery, and evaluation whilst also recognising the value of partnership with the client, and other key stakeholders, in achieving excellent care for every person, every time.

The Client Experience & Partnership System is described with 7 core elements, each element is equally important in enabling an excellent care experience, having a direct influence on the quality and safety of both individual and organisational service outcomes.

Person Centred Care is an integral feature of the Client Experience & Partnership System as it guides practice at all service delivery levels. DPV Health's Person Centred Care Framework provides a more detailed explanation of DPV Health's commitment and systematic approach to the planning, delivery, and evaluation of individual care.

The elements and descriptors contained below are not exhaustive but reflect the core requirements for excellent care within the Client Experience and Partnership system. Ongoing monitoring and evaluation of system effectiveness will inform continuous improvement efforts to assist DPV Health to achieve excellent care, for every person, every time.

System: Client Experience & Partnerships

1. Client voice is empowered, sought, listened to & acted on

Client experience and views are valued, sought, and listened to as a strong indicator of quality and safety.	Everyone at DPV health takes responsibility for valuing, seeking, listening, and acting on client voice. Client voice is evident in how DPV Health designs, plans services, delivers, and evaluates services.	Clients are recognised and treated as experts in their own lives and experiences. Genuine attempts are made at all levels to hear the views, preferences, and experiences of clients, including those that are hard to reach.	There are many client voices. DPV Health embraces and celebrates diversity and intersectionality through inclusive practice and service cultures.	The client voice leads to action. There is evidence that clients are engaged and involved in quality and safety actions and improvements.
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2. Person centered care

Person centered practice is promoted through recruitment, orientation, workforce training and supervision.	Individual client rights and responsibilities are understood, promoted, and protected. Clients are supported to make informed decisions.	The planning and delivery of client care is personalised and responsive to holistic assessment.	The impact of power differences between clients and employees are understood and addressed through tailored communication processes.	Client outcomes are discussed and measured at an individual, program and organisation level.
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3. Inclusion

Identity Respect planning recognises individual diversity and empowers inclusion.	All clients feel welcome, safe, respected, and well supported when attending and receiving DPV Health care and support.	Self-determination principles are understood, promoted, and supported at all levels of DPV Health.		
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4. Partnership

Shared decision-making reflects a focus on the Clients preferences and input.	DPV Health invests in employee capability development in inclusive practice and effective client engagement.	Collaboration and coordination across services is encouraged and facilitated, acknowledging collaborative care leads to improved client outcomes.	DPV Health works in partnership with local community members to understand their diverse needs to inform service planning and delivery.	DPV Health fosters service level partnerships across health and community services valuing the benefit to communities through shared planning and service delivery approaches.
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5. Open disclosure

Communication and behavior is transparent and sincere following an adverse event or complaint.	An apology is offered following incidents involving harm in line with National Open Disclosure framework.	Communication includes a full disclosure on the events preceding and during incidents.	Investigation is focused on identifying process and system level issues and required improvements. Management will ensure potential misconduct or negligence is investigated by the appropriate body (internal or external).	Conflicts of interest are identified and actively managed.
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6. Health literacy

Health literacy is recognised as fundamental for clients to be able to obtain, understand and use basic health information; to navigate health services and make appropriate health decisions; and for clinicians to plan and provide safe care.	DPV Health invest in documenting and designing information to promote and support health literacy.	Employees are supported to understand the impacts of health literacy on client's engagement and inclusion in decision-making.		
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7. Client (consumer) participation & co-design

Client (consumer) participation in consumer committees, governance committees and advisory groups ensure Client input on improving quality, safety, engagement and inclusion.	Client advisory positions and client reference groups provide unique insights and advice on organisational matters, engaging diverse client views and experience.	Key organisational documents, frameworks, strategies are subject to client representative review.	DPV Health listens to, collates and shares client stories and narratives to build a picture of what it is like to experience care, and to highlight the difference improvements make to the client experience.	Co-design is recognised and implemented as an evidence-based approach driven by client and employees experience, perspective and preferences to design better health care services.
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System: Governance, Leadership & Culture

Visible, accountable, values-based governance and leadership of DPV Health drives a positive workplace and service culture focused on the achievement of excellent care, always. The Governance, Leadership and Culture System emphasises the importance of DPV Health's vision, strategy and culture being aligned with the Excellent Care goal to achieve an excellent care experience for every person, every time.

This system also recognises the pursuit of excellence requires an outward-looking focus to ensure

organisational awareness and engagement with the innovations occurring in the local, National, and International health and community services sector.

The elements and descriptors contained below are not exhaustive but reflect the core requirements for excellent care within the Governance, Leadership & Culture system. Ongoing monitoring and evaluation of system effectiveness will inform continuous improvement efforts to assist DPV Health to achieve excellent care for every person, every time.

System: Governance, Leadership & Culture

1. Vision & strategy

DPV Health's Vision aligns with the pursuit of high quality and safe care.

DPV Health's Vision and Strategy are promoted and discussed at all levels and are reflected in operational priorities and plans.

The Board of Directors and leadership monitor the external environment to understand new and emerging opportunities and risks which may inform DPV Health strategy.

2. Values & culture

DPV Health's Values are endorsed by the Board of Directors and set the tone for a workforce culture that protects safety and promotes and pursues excellence and innovation.

DPV Health's Values are promoted and embedded within the DPV Health Code of Conduct, position descriptions, policies and the DPV Health performance management framework.

The Board of Directors and leadership members model and lead:

- > a strong safety culture
- > a transparent and just culture
- > a speak up culture
- > a proactive learning and improvement culture.

The DPV Health Way program provides the organisational framework for employees to recognise and reward excellence and make suggestions for improvement.

3. Decision making

Management and Governance committees and decision-making structures are assigned responsibility for monitoring, escalating and responding to quality and safety.

The Board of Directors and leadership use quality information/intelligence with consideration to risk, safety and improvement opportunities when making decisions.

The Board of Directors and leadership consider client and community needs and experiences when making decisions.

The Board of Directors model accountability for decision making and reviewing completion of follow up actions.

4. Leadership development

Formal and informal leadership development programs are offered to extend organisational leadership capability.

Board and leadership succession planning considers organisational requirements for quality and safety expertise.

5. External environment scanning

The Board of Directors and leadership maintain awareness of local, sector, National and International health industry trends, and risks to inform strategy and planning.

The Board of Directors and leadership look externally for National and International innovative practice to inform organisational innovation.



System: Engaged & Effective Workforce

The achievement of DPV Health's Excellent Care goal is dependent on maintaining an engaged and effective workforce through positive workforce culture and integrated and effective human resource systems. The core elements of the Engaged and Effective Workforce System are detailed below and highlight the importance of ensuring the entire employee journey is well supported through a commitment to excellence.

This system also emphasises the importance of DPV Health's Values being enacted in daily practice to ensure employees feel safe and supported to speak up on issues related to quality and safety. Further, employees

are supported through a just culture where there is a focus on opportunities for improvement and blame is avoided. An engaged and effective workforce will significantly influence the achievement of excellent care for every person, every time.

The elements and descriptors contained below are not exhaustive but reflect the core requirements for excellent care within the Governance, Leadership & Culture system. Ongoing monitoring and evaluation of system effectiveness will inform continuous improvement efforts to assist DPV Health to achieve excellent care for every person, every time.

System: Engaged & Effective Workforce

1. Roles, responsibilities & credentialing

Position descriptions reflect current requirements of the role and define the qualifications, skills and knowledge requirements of the role.	Formal processes ensure all mandatory employee checks are in place to protect client safety.	Clinical roles have a defined clinical scope of practice which aligns to clinical procedures.	Clinical scope of practice is reviewed and updated to reflect changes in clinician credentials.
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2. Orientation & induction

Information is provided to all new employees regarding DPV Health organisational values, DPV Health's quality governance goal, and key service delivery frameworks (e.g., person centred care framework).	New employees are orientated to where their role fits into the context of DPV Health's systems of care and services.	New employees receive access and information on policies, procedures and work practice instructions to support the individual's early engagement in quality and safety processes.	New employees are provided with information to reinforce the structures and expectations for effective and timely communication to enable the best outcomes for Clients and teamwork.	New employees participate in a probation review which considers their understanding and implementation of quality and safety related accountabilities.
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3. Education, training & development

Employees engage in ongoing professional development to maintain their skills and competence to perform their roles and responsibilities.	Employees are supported to develop capability and expertise in quality improvement and safety related accountabilities and processes.	Systems support reflective practice, sharing and learning from failures and successes. These systems support the application of appropriate safety practices to manage risk and increase the reliability of safe care.	DPV Health invests in employee professional development to align their practice with current and emerging evidence based best practice.	DPV Health encourages and supports employees to participate in quality improvement and patient safety projects
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4. Employees experience, teamwork & communication

DPV Health promotes and provides processes to empower a 'speak up' culture. Processes are in place to capture and investigate employees' feedback on quality and safety issues.	DPV Health ensures a 'just culture' through transparent communication and a focus on learning and improvement, rather than seeking to blame, when things go wrong.	DPV Health purposefully seeks employees' views to understand quality and safety issues and inform improvement/ risk management strategies.	Time and resources are allocated to help teams function better and foster a team culture focussed on quality and safety.	DPV Health promotes and supports employee capability development in active listening, respectful communication and constructive feedback as key elements for effective team and client communication.
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5. Performance monitoring & management

All employees participate in regular performance monitoring activities which include a focus on the quality and safety of the clinical and care services delivered to clients.	Employees are supported to develop and mature reflective practice and case review skills both at an individual practice level and as part of a multidisciplinary team.	Underperformance is identified, supported and resolved with a focus on improvement, accountability and upholding employee rights and responsibilities.	Employee wellbeing is considered and supported as a key contributor to the continued delivery of high quality and safe services.
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6. Emerging leadership development

Training and support is provided to help employees know when and how to step up and take action for quality and safety.	Emerging leaders are mentored and given opportunities to develop quality and safety related knowledge, skills, and application at a leadership level.	Emerging leaders are encouraged to lead improvement initiatives at a team or program level.
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System: Performance Monitoring & Outcome Evidence

The Performance Monitoring & Outcome Evidence System celebrates the core importance of monitoring and evaluation to inform organisational strategy, operational planning, risk management and improvement. Indicators of high quality and safe performance are set with management accountability to achieve and maintain performance at, or above, agreed performance targets. This system promotes the importance of outcomes being measured at an individual, service and organisational level.

The elements and descriptors contained below are not exhaustive but reflect the core requirements for excellent care within the Performance Monitoring & Outcome Evidence system. Ongoing monitoring and evaluation of system effectiveness will inform continuous improvement efforts to assist DPV Health to achieve excellent care for every person, every time.

System: Performance Monitoring & Outcome Evidence

1. Performance monitoring & evaluation

The Board of Directors and leadership are delegated clear accountability for planning, monitoring, evaluating, and improving the quality and safety of services.	Organisational and program-level performance is monitored and evaluated against internal Key Performance Indicators (KPI) and external performance benchmarks and targets.	The Board of Directors and leadership seek the views and experience of clients and employees when monitoring and evaluating performance.	The Board of Directors and leaderships performance is reviewed against annual Key Performance Indicators.
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2. Outcomes focused

Goal-directed planning at a client, program and organisational level, identifies anticipated outcomes.	Clients are included in the process of determining which individual outcome measures are relevant and reported.	Client care plans are reviewed and evaluated to confirm the outcomes achieved and assist with future goal setting.	Services and programs are evaluated with consideration to individual client outcomes, program-level outcomes and community impacts.
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3. Accessible, meaningful & relevant

DPV Health measures the important things. Data measures whether a service is safe, effective, person-centered, and connected.	When assessing risk and improvement opportunities we consider information that is meaningful and relevant.	DPV Health strives for an integrated organisational data warehouse which supports us to access and connect our data/information easily.
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4. Performance indicators & benchmarks

Data reporting includes commentary on performance strengths, risks, trends, comparisons, and themes.	All programs have shared key performance indicators and targets for quality and safety.	Clinical indicators monitor clinical care and safety. Clinical indicators are regularly reviewed and responsive to new and emerging clinical risk areas.	Internal benchmarks are compared with external benchmarks (partner organisations or sector level).	Leaders consider lag and lead indicators for quality and safety.
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5. Data literacy

Leadership identifies data, which is meaningful, relevant and important to assist with monitoring organisational and system performance.	DPV Health invests in workforce data literacy capability to drive best practice systems and processes for data management, reporting and analysis.	Data analysis identifies data trends and themes to assist leadership to make informed predictions.
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6. Inspection & auditing

Leaders regularly inspect the quality of performance of processes and systems within their span of control.	Audits measure the quality of care and services against agreed Standards.	Clinical audits are implemented as integral to informing areas for quality improvement.	Unexpected results, outside of quality tolerance limits, result in improvement action plans with assigned accountability and timeframes for implementation.
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7. Public accountability

DPV Health promotes and practices transparent communication through publication of quality and safety results.	DPV Health publish and use clinical service outcomes to give clients balanced and objective information to help them understand issues, alternatives, opportunities and/or solutions.
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System: Process & Evidence-based Best Practice

The Process and Evidence-based Best Practice System recognises that best practice lives within systems and processes which reflect research, evidence, and external quality standards. DPV Health commits to innovation and strives for evidence-based best practice in clinical and operational functions. DPV Health understands best practice is constantly evolving, so we know we must continually inspect, develop, and improve processes and systems, ensuring they are responsive to client need and support an excellent care experience, every time.

The elements and descriptors contained below are not exhaustive but reflect the core requirements for excellent care within the Process and Evidence-based Best Practice system. Ongoing monitoring and evaluation of system effectiveness will inform continuous improvement efforts to assist DPV Health to achieve excellent care for every person, every time.

System: Process & Evidence-based Best Practice

1. Customer focussed

All systems and processes are engineered to be customer focussed whether that be an internal or external 'customer' (aka. Client).

DPV Health pursues administrative process automation to reduce administrative burden for employees and clients.

2. Evidence based best practice

Practice and documented work systems (procedures and policies) are informed by evidence-based research.

DPV Health understands that best practice is continually evolving. This drives an internal focus on refining, evolving and responding to changes in client needs, technology, workforce capability, regulations and system environments.

Leaders and workforce engage with new and emerging practice approaches both nationally and internationally.

3. Process ownership & governance

Policies and procedures reflect current requirement and organisational approaches.

Policies, procedures, and workflows are documented to ensure common understanding of DPV Health requirements, responsibilities and work practices.

All procedures are documented with an assigned owner who has accountability for ensuring the procedure is up to date and reflects current practice.

4. Process – embed, review & improve

The organisation demonstrates an embedded cycle of continuous improvement using structured methods to identify, prioritise and implement opportunities to improve work systems and processes.

The organisation seeks, adopts and evolves new and emerging best practice concepts when reviewing processes.

The organisation monitors, evaluates and reports on process improvement outcomes & impacts at the individual, program and organisational level (efficiency, client experience, client outcomes).

The organisation receives recognition for its business excellence at a local, state, and national level.

5. Research & innovation

Employees are encouraged and resourced to participate in improvement and research activities.

Research and innovation investments are prioritised according to potential impact and benefit to client safety and service quality.

Research and improvement activities are undertaken in partnership with other services/partners to optimise community benefit and impact.



System: Safety & Risk Management

DPV Health's core business is the provision of health and community services. Paramount to success is the avoidance of preventable harm through a robust safety culture and proactive and responsive risk management at all levels of the organisation.

The Safety and Risk Management system highlights the critical focus on individual safety and the importance of shared accountability for continual risk scanning, risk assessment and risk management.

The elements and descriptors contained below are not exhaustive but reflect the core requirements for excellent care within the Safety and Risk Management system. Ongoing monitoring and evaluation of system effectiveness will inform continuous improvement efforts to assist DPV Health to achieve excellent care for every person, every time.

System: Safety & Risk Management

1. A risk-based approach

A 'whole of organisation' risk framework ensures risk is assessed and managed in all organisational functions.	Systematic approach to identifying, assessing and understand risk.	Data on quality, safety and risk is routinely collected, analysed, and reported to inform decision making.	Decision making considers the benefits and risks of potential outcomes, valuing risk mitigation and the pursuit of opportunity.	Leaders drive a proactive approach to identifying new and emerging risks to support timely and effective risk mitigation effort.
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2. Prevention & early intervention

Scan internal and external data/feedback to look for emerging issues, trends and patterns to identify new and emerging risk .	Consider research, industry and sector trends and information to inform new proactive risk mitigation approaches.	Infection prevention and control in health services is integral to quality and safety improvement and clinical risk management.	The Board of Directors defines its risk appetite and tolerance levels across all risk categories to inform decision-making and resource prioritisation.
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3. Client safety & clinical incident reviews

Regular team and multidisciplinary meetings include frontline employees and leaders involved in clients' care.	Promote team level collaborative discussion of clinical incidents with a focus on system-level contributing factors and potential solutions.	Teams are encouraged to look for near-miss trends with the intent to identify proactive care/process improvements to reduce the risk of harm.
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4. Safety culture

Leadership roles have clearly delegated responsibilities for safety leadership and risk management.	Speak up culture is promoted and empowered with employees and clients having multiple mechanisms to raise their concerns about safety issues.	Employees and client feedback on safety is acted on as a priority.	Safety culture is measured and reviewed to inform ongoing improvement strategies and actions.
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5. Employees wellbeing

DPV Health values workforce wellbeing and acknowledges employee wellbeing contributes to improved standards of care delivery.	An holistic approach to employee wellbeing is encouraged with a range of support initiatives provided.	Employee education on health promotion is supported within the workplace.
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6. Dignity of risk verses duty of care

An individual's autonomy and agency is respected and empowered through the provision of risk-related information and promotion of choice.	Ensure clients are informed of potential risks, including their likelihood and consequence.	Provide choices and options to support informed decision making.	Ensure monitoring and review of risk factors.
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7. Rights & responsibilities management

Clients are provided with information on their individual service user rights and responsibilities in a way they can interpret and understand.	Informed consent is discussed, understood, and obtained for health records management, release of information, treatment, and participation in events.	Clients are provided with information and support to access advocates to assist with understanding and enacting their rights and responsibilities.
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Monitoring, Evaluation & Continuous Improvement

A focus on monitoring and evaluation to inform continuous improvement.

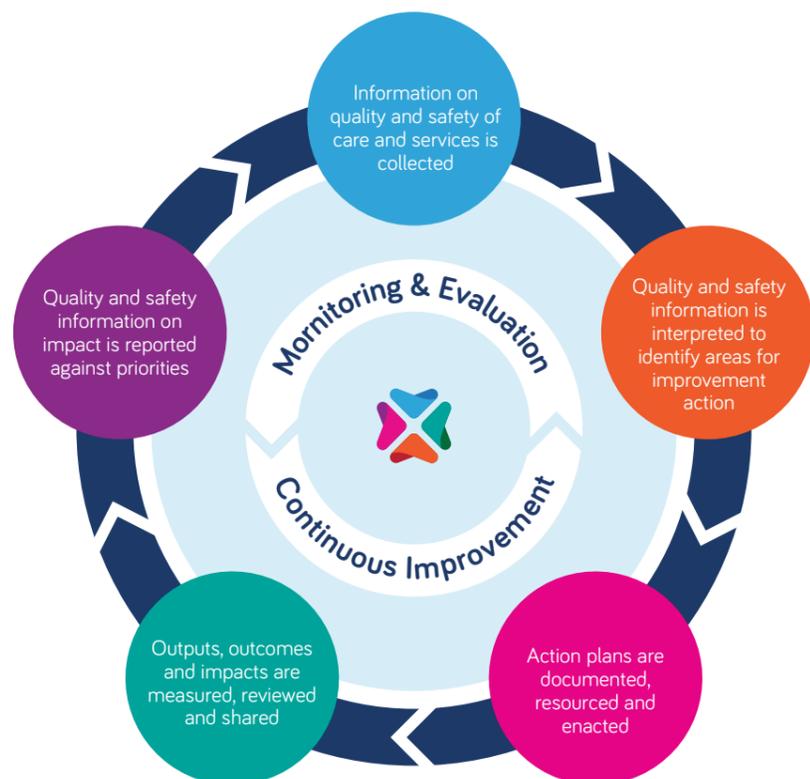
Rigorous and regular performance measurement and monitoring is embedded in all DPV Health systems, services and individual care approaches. We take the time to consider performance results and understand what influences and drives the results.

Through our analysis and understanding, we can then identify what needs to change to improve performance, reduce or eliminate risk and/or lead the pursuit of best practice. This focus on monitoring and evaluation occurs within an individual client's care planning, at a program level and at the organisational level.

Continuous improvement is the ongoing challenge to improve DPV Health's systems, processes, and service approaches. We start by ensuring our approaches align with the minimum standards expected by State and

National funding and service standards. Our ongoing focus is to adopt new and emerging best practice approaches in accordance with the DPV Health way. We encourage and foster innovation at all levels of the organisation. The Excellent Care framework describes the fundamental systems required for excellent care. Each system is defined by a range of core elements. The Framework is intended to guide DPV Health's ongoing improvement efforts and inform strategic and operational plans at a program, service and organisational level.

All systems within DPV Health must be subject to monitoring, evaluation, and continuous improvement to ensure the achievement of Excellent Care, for every person, every time.



Excellent Care Implementation Plan

The DPV Health Excellent Care Framework sets out DPV Health's ambition and understanding of what it takes to plan, deliver, and experience Excellent Care.

The Excellent Care Framework will inform Excellent Care practice, process, and system development and maturity at all levels within the organisation.

DPV Health leaders and Board of Directors embrace an innovation focused culture and commit to ongoing evaluation and continuous improvement. In this spirit, we acknowledge that the journey to achieving our Excellent Care goal is ongoing and changing based on individual, service-level, organisational and external influences.

Excellent Care – Implementation Overview

Implementation 20/21

- > Launch of Excellent Care Framework with all persons engaged with DPV Health.
- > Team level workshops focused on understanding Excellent Care roles and systems.
- > Publication of a Person Centred Care Framework to detail the intent of the “Your Way” Pillar and explain DPV Health's person centred care practice.
- > Phase 1: Maturity self-assessment of Excellent Care systems to inform operational planning 2021/22.
- > Design of a Community Engagement & Client Experience Framework to detail the intent of the “Together” Pillar and explain how DPV Health will empower, seek, engage, and respond to client and community voice during service design, service planning, service delivery and service evaluation.

Implementation 21/22

- > Implementation of a Community Engagement & Client Experience Framework to support the intent of the “Together” Pillar.
- > Implementation of the Person Centred Care Framework to support the intent of the “Your Way” Pillar.
- > Excellent Care themes and intent is embraced within our internal and external communications.
- > Excellent Care is embedded in the workforce induction and training calendar.
- > Implementation of maturity-focused improvement plans focused on Excellent Care systems and elements.
- > Phase 2: Maturity self-assessment of Excellent Care systems to inform operational planning 2022/23.

Implementation 22/23

- > Excellent Care is an embedded value proposition for DPV Health client community and workforce.

The following provides an overview of how the Excellent Care framework will be integrated and evidenced in DPV Health operations:



Clients



Workforce



Leaders



Board of Directors

Training & capability

Client focused workshops and information sessions promoting Excellent Care and educating attendees on the importance of client engagement for excellent care.

Employee workshops focused on “Your role in Excellent Care” and “Understanding Excellent Care Systems”.

Leader workshops focused on “Your role in Excellent Care” and “Understanding Excellent Care Systems”.

Board of Director workshop focused on “Your role in Excellent Care” and “Understanding Excellent Care Systems”.

Tools

Holistic assessment

Goal Directed Care Planning

Individual Support Plans

Identity Respect Plans

Client Feedback mechanisms

Client Surveys (incl. Victorian Health Experience Survey)

Audit or accreditation participation

Performance Template

Monthly performance talks

Annual performance reviews

Individual Growth Plans

Clinical supervision

Rounding

Inclusion Champions

Culture Amp/Employee surveys

Audit or accreditation participation

Clinical incident review participation (case reviews, RCAs, investigations)

Performance Template

Monthly performance talks

Annual performance reviews

Monthly performance scorecards (KPI's)

Service and System Growth Plans

Rounding

Employee surveys

Client Surveys (incl. Victorian Health Experience Survey)

Audits

Accreditation

Operational plans

Clinical incident reviews (case reviews, RCAs, investigations)

DPV Health Annual Plan

Continuous Improvement register and plans

Board self-assessment

Organisational performance scorecards

Culture Amp/Employee surveys

Client Surveys (incl. Victorian Health Experience Survey)

Audits

Accreditation

Governance committees



Clients



Workforce



Leaders



Board of Directors

Processes

Person centred care experience

Client participation in organisational accreditation, audits, surveys, rounding conversations and reviews

Client representative and advisory positions

Community connectors program

Client participation in service/program design and organisational strategic planning

Employee participation in organisational accreditation, audits, surveys, rounding conversations and reviews

Employee representation on reference groups, working groups and committees

Employee performance development and support processes

Employee participation in continuous improvement projects and action plans

Team meetings

Organisational meetings

Leader participation in, and evaluation of organisational accreditation, audits, surveys, rounding conversations and reviews

Leadership of continuous improvement projects and action plans

Leader review and evaluation of monthly performance scorecards and Key Performance Indicators

Leader review, investigation and analysis of client feedback, clinical incidents, OH&S incidents, and other operational incidents

Leader review of operational and organisational plans and re-setting priorities

Leadership meetings

Management committees

Director participation in, and evaluation of organisational accreditation, audits, surveys, and reviews

Governance Committees

Governance review and evaluation of monthly performance scorecards and Key Performance Indicators

Governance review of operational and organisational plans and re-setting priorities

Board of Director meetings

Excellent Care Overview

Our Goal for Excellent Care:



To plan, deliver and experience **Excellent Care** for every person, every time.

What are the key ingredients for Excellent Care?

There are 4 pillars, or key ingredients, required to consistently achieve Excellent Care for every person, every time. These pillars describe how Excellent care is planned and delivered:



To plan, deliver and experience **Excellent Care** for every person, every time.

			
<p>The Safest Way</p>	<p>Your Way</p>	<p>The Right Way</p>	<p>Together</p>
<ul style="list-style-type: none"> > Safety is our top priority > Everyone protects against preventable harm including neglect and isolation > Our approach is based on evidence that it is safe and it works > We look for risk of harm and take steps to prevent it happening > Everyone is clear on their role and what they're responsible for 	<ul style="list-style-type: none"> > Peoples values, beliefs, situations and goals guide how services are planned and delivered > People are enabled and supported to meaningfully participate in decisions and to form partnerships with their care team and service providers > Peoples choices and rights are protected and promoted > The clients experience and outcomes inform our next steps 	<ul style="list-style-type: none"> > Appropriate services are provided in the right way, at the right time, supporting the right outcomes for every person > A commitment to evaluating our care and make improvements to ensure it is effective > Care is provided in a consistent manner based on best practice approaches > We take an holistic approach > We share accountability and are responsive 	<ul style="list-style-type: none"> > Collaboration and partnership are the key to success > We work together to achieve shared goals, with shared ownership and commitment > We ensure a coordinated approach within and across services > Open and transparent communication helps us work effectively together

Roles in Excellent Care:

Everyone involved with DPV Health has a role to play in planning, delivering, and experiencing excellent care.

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Our Clients
To receive and participate in Excellent Care
- 

Our Workforce
To plan and provide Excellent Care
- 

Our Leaders
To lead Excellent Care
- 

Our Board of Directors
To govern Excellent Care



How Excellent Care occurs:

There are 6 key organisational systems that support the planning and delivery of Excellent Care, for every person, every time.

We can consider these systems like a high functioning machine with all systems working together to achieve the Excellent Care goal.





My Notes on Excellent Care

How do I contribute to Excellent Care?

What practice demonstrates Excellent Care?

How could DPV Health improve the planning, delivery and experience of Excellent Care?

Other ideas



dpvhealth.org.au

DPV Health acknowledges the traditional Custodians, Elders and Lands of the Wurundjeri people. DPV Health is committed to the Victorian Child Safe Standards in policy and in practice, to promote and protect the best interests of all children involved in our services.



DPV Health®

Your Healthcare
Your Way