



Great Care, Everywhere

STRATEGIC PLAN 2019–21





Contents

Foreword.....	2
Our achievements	5
Our hospital.....	11
Our challenges and opportunities	15
Our vision.....	21
Our priorities.....	25
Our focus areas.....	29
Our enablers	37
Our journey	43

Foreword

We are pleased to present *Great Care, Everywhere*, The Royal Children's Hospital (RCH) strategic plan for 2019–21. This plan reflects our commitment to maintaining the quality care we deliver within the hospital, while also pursuing new opportunities to support better health and wellbeing outcomes for children and young people everywhere.

Great Care, Everywhere has been developed in consultation with patients, their families, our community and staff.

As the RCH prepares to mark its 150th anniversary in 2020, we are focused on honouring and celebrating our long history of caring for Victoria's sickest children while also working to improve paediatric care everywhere.

Like the health sector more broadly, we are facing the challenge of increased service demands and higher costs. This will require us to be bold in our approach as we work to increase capacity and capability in paediatric healthcare – both inside the RCH and beyond.

Over the past five years we have embedded *Great Care* into everything we do, in order to realise our vision of being a great children's hospital, leading the way.

Building on our domains of *Great Care*, we will strengthen our ability to support the delivery of *Great Care, Everywhere* by embracing three new strategic focus areas:

1. We will collaborate
2. We will innovate
3. We will advocate

**...we must be bold
in our approach to
growing capacity
and capability in
paediatric healthcare
– both inside the
RCH and beyond.**



In doing so, we aim to improve patient outcomes by building capacity and capability across Victoria's paediatric health system, ensuring that children and young people are able to access appropriate care closer to home. Our people, partnerships and technology will be key to realising this vision.

We will continue to work closely with our health partners in primary and community care settings to ensure that patients receive the right care, in the right place, at the right time.

A key focus will be to work collaboratively with health services across Victoria to develop the foundation for a cohesive state-wide approach that improves efficiency, capability and capacity across the Victorian paediatric health system. We believe this will create a network of healthcare services that enable us to facilitate *Great Care, Everywhere*.

We are also committed to expanding our capacity to care for patients both within the hospital and in the home. We have secured funding to fit out the space on our fifth floor. Our paediatric emergency department is the busiest in Victoria, and we will also open 20 new treatment spaces, equating to a seventy five percent increase, to help address ongoing emergency demand.

Technology has played a transformative role at the RCH in recent years. The introduction of our hospital-wide Electronic Medical Record in 2016 delivered many safety and efficiency outcomes. We will continue to build on this commitment to technology by creating an increasingly data-driven and efficient health service that is financially sustainable for years to come.

To generate this exciting plan, we consulted widely with many of our people, patients, families and partners across the health sector, and the RCH Board and Executive are grateful to everyone who contributed their time, expertise and insights.

We believe this plan will help us address the increasing demand and complexity we face, while seizing the opportunity to influence the health of children and young people everywhere.

We know we can't achieve this without the support of our patients and their families, as well as the wider community, and we will consult widely with each of these groups over the next three years to ensure we are working collaboratively.

The contribution of our campus partners, the Murdoch Children's Research Institute and The University of Melbourne, will play a critical role by supporting the development of our world-class clinicians and the clinical research that helps us continually improve the care we provide.

The RCH Foundation plays a vital role in supporting us to deliver Great Care by enabling us to realise many of our most innovative projects, and we look forward to their continued support and feedback over the next three years to deliver the 2019-21 strategic plan.

Finally, our people and culture underpin our ability to support the delivery of *Great Care, Everywhere*, and we will continue to reinforce our commitment to the RCH Compact and the ten pledges which we have collaboratively developed with staff that guide how we work together.

We know we have set ambitious goals, but we will track our progress, learn from our initiatives and provide regular updates.

These are exciting and promising times for the RCH, with enormous potential to positively influence health outcomes for children and young people everywhere. Join us on the journey to realising *Great Care, Everywhere*.



The Hon Rob Knowles AO
Board Chair

A handwritten signature in dark ink, reading "Rob Knowles".



John Stanway
Chief Executive Officer

A handwritten signature in dark ink, reading "John Stanway".





Our achievements

Our 2013–18 strategic plan set ambitious goals and we have delivered many Great Care outcomes for our patients, our people and our community, during this time.

Our achievements

Here are some of our most recent and significant achievements.



Clinical excellence

- Introduced COCCOON, a new model of care to connect sick babies and their parents in our Neonatal Intensive Care Unit and Special Care Unit.
- Implemented the Strengthening Care for Children project in six GP practices to help build capability by co-locating an RCH paediatrician on a weekly basis for co-consultations and case conference discussions.
- Entered into a partnership with Northern Health enabling children from the north-west region, who do not need specialist care at the RCH, to receive care closer to home.
- Launched a partnership with Barwon Health where RCH surgeons perform surgery at the University Hospital Geelong.
- Launched the RCH Transgender Adolescent Clinical Guidelines, a world leading resource for the treatment of young transgender and gender diverse patients.
- Established the Low Risk Febrile Neutropenia program, transitioning low-risk patients to home-based care and reducing length of stay.
- Released the Emergency Department (ED) Nurses Practitioners' App in 2018, which provides guidance on paediatric nursing practice for frontline emergency room staff dealing with non-complex patients.



Positive experience

- Developed with staff and established the RCH Compact to support a culture of excellent care and respect for all.
- Developed and launched our Reconciliation Action Plan to demonstrate our commitment to reconciliation and to improve experiences and outcomes for our Aboriginal and Torres Strait Islander patients and their families.
- Opened the RCH Complex Care Hub in 2017, streamlining the care of children with chronic and complex conditions through one central contact point.
- Launched the RCH National Child Health Poll in 2016, reaching more than seven million Australian's every quarter through extensive coverage in social and traditional media.
- Hosted the RCH Consumer Forum via Facebook Live for the first time in 2017, reaching 4,500 consumers.
- Hosted the first annual 'My Project Rules' competition in 2017, to showcase and reward innovative projects across the hospital.
- Launched My RCH Portal, providing RCH patients and their families or carers with remote access to parts of their Electronic Medical Record (EMR) and a range of services.
- Developed face-to-face training sessions for health professionals in Victoria and Tasmania to help build capability in person-centred, end-of-life care for children living in regional and rural areas.
- Launched the Dr Margie video blog in 2016 to help increase paediatric health literacy in the broader community, with the most popular videos receiving upwards of 250,000 views.



We developed and launched our Reconciliation Action Plan.

Artwork:
Going Home by Lisa Kennedy



Timely access

- Expanded the RCH Telehealth service, improving patient flow for the hospital and the provision of care closer to home by supporting local health services.
- Launched RCHLink, providing regional GP clinics and health services with access to the RCH EMR for the benefit of shared patient care.
- Formalised a shared care arrangement between the RCH's Children's Cancer Centre, Peter MacCallum Cancer Centre and nine regional shared centres where telehealth clinics have been established and utilised for discharge planning and clinical reviews.
- Launched the ED Tracker which uses real-time data from the EMR to inform parents about potential wait-times in the ED.
- Established the Rapid Assessment, Planning, Investigations and Discharge (RAPID) trial to divert the least serious cases away from the ED resulting in improved access.
- Introduced an ED Fast Track facility to treat children with low complexity illness and injury, enabling their rapid assessment and treatment, resulting in improved access to emergency care for all patients.
- Launched the Single-Session Nurse-led Assessment Clinic in the Gender Service, leading to better clinical outcomes and improved wait times for transgender and gender diverse youth.
- Reduced our Failure to Attend (FTA) rates in Specialist Clinics by using predictive data, leading to reduced wait times and increased access.
- Introduced a community referral program in our Ophthalmology Clinic, reducing the waitlist from 3,447 in 2015 to less than 600 in 2018.
- Delivered improved access to mental health care with new positions for refugee mental health, developmental disabilities, consultation-liaison psychiatry and Aboriginal and Torres Strait Islander mental health.
- Developed a 'Fast Track Oncology' service to allow easy access to specialist care for cancer patients and reduce ED presentations and inpatient admissions.



We launched an alliance with The Northern Hospital (TNH) in Epping, enabling patients not requiring tertiary care to transfer to TNH, where they'll be cared for by clinicians closer to home.

Our achievements



Zero harm

- Achieved a significant reduction in seclusion rates.
- Consistently exceeded hand hygiene benchmarks set by Hand Hygiene Australia (HHA).
- Hosted Major Trauma Grand Rounds, providing paediatric trauma education to health providers on-site and livestreamed interstate and globally.
- Launched the state-of-the-art Simulation and Communication Program, delivering 19,512+ hours of education and better equipping staff to manage deteriorating patients and challenging behaviours.
- Consistently met or exceeded healthcare workers Influenza immunisation rates set by the Department of Health and Human Services (DHHS), Victoria.



Sustainable health

- Launched our hospital-wide EMR in 2016, becoming the first Australian paediatric hospital to implement a hospital-wide electronic medical record.
- Became the first Australian hospital to achieve an Outpatient Electronic Medical Record Adoption Model (O-EMRAM) Level 7 for outpatients.
- Established the RCH digital command centre in 2018 to build our capacity to gather and analyse data in real time across our systems.
- Launched the RCH social media platforms and became the most 'liked' hospital in Australia with 110,000+ likes on Facebook, 15,300+ followers on Instagram, 10,000+ followers on LinkedIn, and 7,000+ followers on Twitter.
- Established the Health Services Research Unit to evaluate the care we provide to enhance its quality and accessibility, with a view to continuously improving health outcomes.
- Successfully introduced a number of waste reduction projects, including new waste segregation bins in public areas, PVC recycling across the hospital and a theatre recycling program predicted to reduce landfill by 37,000kg annually.
- Improved efficiency and reduced energy consumption between 2013 and 2018, despite increased floor area and patient activity over the same period.



The RCH continues to build its capacity to listen to, engage with and learn from its patients, their families and our community.

110,000+

 Facebook followers

15,300

 Instagram followers

7,250+

 Twitter followers

10,840+

 LinkedIn followers







Our hospital

The RCH has cared for the children and young people of Victoria since it was founded in 1870. As a tertiary and quaternary centre, the RCH cares for the most critically ill and medically complex paediatric patients in Victoria. In addition to providing a full range of clinical services, the hospital also supports many health promotion and prevention programs.

Our hospital

With more than 6,000 staff, 12 wards and 350 beds, the RCH is the major specialist paediatric hospital in Victoria, and also provides care for children and young people from Tasmania, southern New South Wales and other states around Australia and overseas.

We are the state's busiest paediatric Emergency Department, often experiencing more than 300 presentations on any given day.

The RCH is committed to working with health services across the state and plays a significant role in many critical state and nationwide services. We work collaboratively with hospitals to deliver the right care, in the right place, at the right time, for the benefit of all Victorian children.

State and national health leadership

The RCH plays a significant role in a number of state-wide services, including:

- The Victorian Paediatric, Infant and Perinatal Emergency Retrieval (PIPER) service
- The Major Trauma Service for Victoria (with the Royal Melbourne Hospital, the Alfred Hospital, Ambulance Victoria, Adult Retrieval Victoria and PIPER)
- The Victorian Paediatric Rehabilitation Service (with Monash Health, Ballarat Health Services, Barwon Health, Bendigo Health, Eastern Health and Goulburn Valley Health)
- The Victorian Paediatric Palliative Care Program (with Monash Health and Very Special Kids)
- The Victorian Forensic Paediatric Medical Service (with Monash Health and Victorian Institute of Forensic Medicine)
- The Victorian Infant Hearing Screening Program

The RCH is also a Nationally Funded Centre for paediatric heart transplantation, paediatric liver transplantation (in collaboration with Austin Health) and paediatric lung and heart-lung transplantation (in collaboration with Alfred Health).

Creating access in the community

We have been working collaboratively with a number of health services to build capacity and capability across the community so that patients can receive the right care, in the right place, at the right time.

- The Northern Hospital – we have a reciprocal Memorandum of Understanding that ensures patients from the northern suburbs can be transferred closer to home if they do not require tertiary care, while patients that require tertiary or quaternary care will have access to RCH services
- Paediatric Integrated Cancer Service – we provide outreach and shared-care clinics for children and young people receiving oncology and haematology treatment in regional Victoria
- The Community Paediatric Fellow Program – we are increasing specialist capability and capacity in the community by placing advanced trainee paediatricians in community and specialist hospital outpatient clinics
- The State-wide Paediatric Pathways – is an online resource based on the RCH Clinical Practice Guidelines and provides healthcare professionals across the state with guidance on evidence-based healthcare pathways for children and adolescents presenting with low complexity, high volume conditions



We are the state's busiest paediatric ED, often experiencing more than 300 presentations on any given day.

- Surgery at Barwon Health – RCH surgeons attend the University Hospital Geelong one day per fortnight to provide surgical services while also contributing to professional development programs for staff

Delivering care closer to home

We know that there are many benefits in enabling children to return home sooner and the RCH has worked to reduce the average length of stay while continuing to ensure that patients receive the most effective and efficient care.

In doing this we are often working with local healthcare providers to build their capability to deliver Great Care outside the RCH.

- The RCH Hospital-in-the-Home service has been expanded
- The RCH Complex Care Hub is unique in Australia and supports children with chronic and complex medical needs by streamlining care through a central point of contact
- The RCH Telehealth Service has grown in recent years and enables a range of services to be delivered remotely, often with the support of local general practitioners or health services, and saving millions of kilometres of travel for our rural or regional patients and their families

Informing and educating

Beyond the provision of clinical services, education and research, the RCH is also working to help parents, carers and the wider community better understand the leading health issues affecting children and young people in Australia through a number of platforms, including:

- The RCH National Child Health Poll is a quarterly survey of Australian families, that sheds new light on contemporary health issues affecting children and young people
- Kids Health Info fact sheets, an online resource with more than 200 topics to help parents and carers better understand common paediatric health concerns



In 2017-18
there were:



50,314

Children and
young people admitted



86,140

Emergency presentations



338,142

Ambulatory appointments



17,984

Surgeries



Our challenges

A close-up photograph of a child's face, focusing on the right eye. The eye has a reflection of a medical device, possibly an endoscope, showing a red and white structure. The background is blurred, showing a person in a white coat, likely a medical professional.

and opportunities

We must work to respond to the increasing demand for paediatric services, which continue to grow in both volume and complexity, with opportunities presented by advances in information and medical technology that are transforming the global landscape.

Our challenges and opportunities

Great Care, Everywhere provides a framework for responding to these challenges.

Population growth and diversity

Our challenge

Melbourne remains Australia's fastest growing city. Over the next decade most of this population growth is expected to be 'urban infill' within the RCH's primary catchment – an area already encompassing six of the top 20 fastest growing local government areas nationally.

The Victorian Government's *Plan Melbourne*, the urban planning strategy for 2017–50, highlights there will be an increase in medium to high-density residential spaces that either sit within the RCH catchment or have good transport links to the hospital.

Our patients also reflect the increasing diversity of Melbourne and Victoria, with the pattern and prevalence of specific diseases among different ethnic groups driving new treatment priorities. For example, a growing sub-Saharan African community in the RCH's primary catchment has resulted in increased presentations of Sickle Cell Disease (SCD), which presents in childhood and has a higher prevalence across this population.

Similarly, different congenital metabolic disorders arise at different rates across diverse cohorts. The relative rarity of some of these disorders in Australia means that the RCH will play a central role in providing appropriate treatment.

Consequently, demand for our services will only grow in size and complexity. As a tertiary and quaternary hospital, it will be increasingly critical for the RCH to focus on delivering care for the most critically ill patients.

Our approach

The RCH is committed to working collaboratively across the Victorian health sector to build the foundation for a state-wide approach to paediatric health – one that supports a decentralised, integrated care model to ensure that children and young people receive appropriate clinical care close to home.

This approach will help provide clarity around paediatric care in Victoria and ensure there is a greater focus on service planning that delivers better co-ordinated care and greater efficiency in moving patients through the system.



Financial sustainability

Our challenge

State and Federal healthcare costs are projected to rise in line with rising incomes, higher wage costs, changes in disease rates, personalised medicine and technological advancements.

Our approach

The RCH is committed to ensuring a financially sustainable health service that uses its resources efficiently. As our capacity to extract and analyse our data matures, we will be better able to make data-driven decisions that maximise efficiency across the hospital.

Increased demand for complex and high needs services

Oncology services

Our challenge

Cancer services are under pressure across the RCH, with bed days increasing by 90.2 per cent between 2009–10 and 2016–17.

This rise in demand for cancer services is part of a broader state-wide challenge, with the RCH's proportion of state-wide cancer care increasing substantially in recent years.

This trend has a flow-on impact across other parts of the hospital, including laboratory services (due to the growth of cell therapies), medical imaging (due to the need for diagnostic and ongoing scans), theatres and gynaecology and urology services (due to the need for fertility preservation). Increasing cancer surgeries on younger patients also contributes to greater complexity for anaesthetists.

Our approach

The RCH will work with our campus partners and in consultation with the broader health sector to advance our clinical expertise and deliver the best possible clinical and end-of-life care for children and young people with cancer.

We will work to ensure that our clinical research quickly translates to models of care and that we are delivering the highest level of specialist education and training to support the development of our clinicians in this field.

We will also work closely with national and international colleagues to open clinical oncology trials whenever possible so that our patients get access to the latest advances in cancer treatment programs.

Mental health

Our challenge

Like other health services, as our demand for mental health services continues to grow, we need to think innovatively about future models of care for children and young people living with mental illness.

We will advocate for a more patient and family centred approach to paediatric mental health and enhance our partnerships with community-based healthcare providers so that care is integrated and better connects patients and families with their communities.

Our approach

The RCH will work with our campus partners and broader mental health service providers to deliver a preferred approach to paediatric mental health that reflects a need for acute services and support in the community. We will advance our views on this issue through relevant government departments over the next three years and in our submissions to the Victorian Royal Commission into Mental Health and the Productivity Commission's Inquiry into Mental Health.

Behaviours of concern

Our challenge

The hospital can be an unsettling, overstimulating and distressing environment, and for complex and high needs patients, these concerns can often be expressed as Behaviours of Concern (BOC). While children and young people who experience BOC have a diverse range of underlying conditions, including psychiatric, substance abuse, developmental and intellectual disability, they share many commonalities and therapeutic needs.

The RCH has had an unprecedented growth in children and young people presenting with or developing BOC, so it is important more than ever that the hospital environment better supports their needs. Through multidisciplinary, innovative and collaborative approaches, RCH can ensure that patients who experience BOC have quality outcomes and are safely cared for.

Our approach

The RCH will develop additional sensory spaces across the hospital and will build capability to provide support and expertise for patients who may experience BOC. We are also working to establish an Acute Behavioural and Mental Health Assessment Hub in our Emergency Department that will be a designated space for assessing and supporting children and young people experiencing or who are at risk of developing BOC in the ED.

Our challenges and opportunities

Effective use of infrastructure

Our challenge

We must ensure that we are using our space within the hospital to be agile in responding to changing needs as new models of care evolve and for maximum efficiency.

Our approach

We are committed to fully utilising the space within our hospital and will be undertaking capacity and demand modelling as we work to open the space on our fifth floor and expand our Emergency Department.

We will continuously review and refine the way we use our space across the entire hospital to ensure we are delivering Great Care as efficiently and effectively as possible.

Empowering patients and their families

Our challenge

More than ever, we need to empower patients and their families to be partners, collaborators and facilitators in the delivery of Great Care, and ensure that the healthcare we provide is respectful and responsive to their needs and expectations. Effective communication is an important first step in delivering patient and family centred care, and the changing digital landscape means that there are better ways we can connect our patients, families, staff and the community.

Our approach

We recognise the importance of collaborating with our patients and their families, and we are unwavering in our commitment to put patients and their families at the centre of *Great Care, Everywhere*. We will continue to engage them in decisions about their treatment. Our patient and family centred care framework is constantly maturing through collaboration with patients and families and our highly valued consumer advisors who are embedded across all levels of the organisation.

In recent years, we have enhanced communication with our consumers through different platforms, including providing remote access to medical record information via the RCH Portal and our RCH Consumer Forum. We will continue to support the use of new technologies and practices that enhance both the quality of care and how care is delivered to provide a better experience for patients and their families.

The RCH gives families the information they need to address child health issues and provides a platform for them to tell us what they think.



5m+

views of our Kids Health Info fact sheets in 2017-18, covering 200+ health topics, with 38,000+ registered app users



10,000+

downloads of the My RCH App

Technology

Our challenge

Technological advances are wide reaching: from bio-banks to information systems such as My Health Record, wearable technology, therapeutic approaches including virtual and telehealth service delivery, ambulatory care, the virtual hospital and access to clinical trials.

Advances in diagnostics and treatments include genetic and genomic testing, medical imaging, artificial devices and robotics, biologic therapies and emerging insights from organoid research.

Strategies for equitable and timely access, funding, policies, ethics, training and service integration will need to adapt and evolve to translate advances in medical technology and understanding into safe and effective practices.



Our approach

Currently we provide remote care via telehealth consultations and community clinics, the Hospital-in-the-Home service and Complex Care Hub. The RCH will leverage its existing capability and continue to grow its technological expertise to deliver Great Care for patients not only just inside the walls of our hospital, but beyond.

One of the enablers of care beyond the walls of the RCH is our plan to build on our telehealth and healthcare services in the home and to explore connecting medical devices to patients in their home which can be monitored centrally through the EMR. This will further expand our ability to create a virtual hub and support the delivery of *Great Care, Everywhere*.

In the near future, we will use our increasingly sophisticated technology and data capabilities to provide more services to patients in GP clinics, their homes or another Victorian hospital. This means children and young people who would ordinarily need to be cared for at the RCH could receive the same level of care from our clinicians, but in a hospital or clinic much closer to their home.

We will also explore technological advances to improve patient outcomes including lower infection rates, shorter hospital stays and faster recoveries, particularly in relation to our urology patients.



8,000+

subscribers for the
My RCH Portal



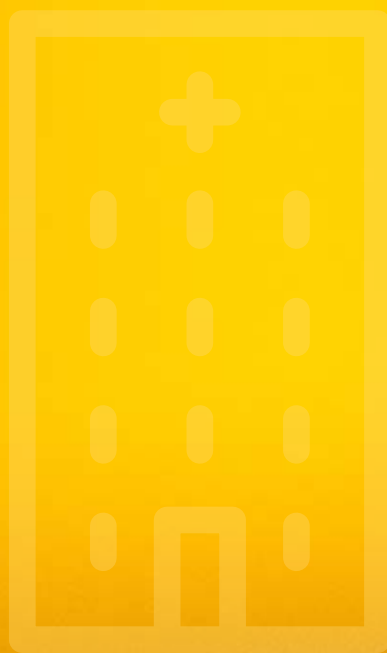
3,000+

pieces of feedback for The RCH
Ideas Tree in one month



48,700+

views of the RCH ED Tracker
since its launch





Our vision

Great Care, Everywhere enables us to deliver high-quality and safe care for patients and their families within our hospital, in the home and in the community. However, we believe children and young people should have access to Great Care regardless of where they live.

Our vision

Great Care, Everywhere is at the heart of our new strategic vision.

During the next three years, we will continue to deliver Great Care inside our walls while also working to positively influence paediatric health and wellbeing in the home and in the community.

By leveraging our clinical expertise and digital reach we can increase capacity and capability of paediatric care providers in other hospitals and through the community. At the same time, we will work to build awareness of key child health issues so that families, communities and government can help facilitate the delivery of Great Care for children and young people, everywhere.

Consultation

In developing this plan, we worked closely with our staff, patients and their families, our research and teaching partners and our community. This valuable input helped to identify and shape the three strategic focus areas that underpin our approach to Great Care and enable us to realise our vision.

Through consultation we received more than 3,000 pieces of direct feedback from consumers, staff, external partners and the wider community.

To ensure that everyone had the opportunity to provide input, consultation took place via:

- Workshops held with the Board, Executive and Family Advisory Council
- Two dozen staff workshops
- Community consultation via message boards in Main Street, online feedback via Facebook, and a consumer survey and workshop
- One-on-one consultations with external stakeholders, including our Melbourne Children's partners, other Victorian health services and community health providers.



We listened to more than 3,000 pieces of feedback from consumers, staff, external partners and the wider community.

Great Care, Everywhere

Strategic Plan 2019–21

Our vision

Great Care, Everywhere



In the hospital



In the home



In the community

Our priorities

We deliver Great Care



Clinical excellence

As one of the world's leading children's hospitals, we provide the best possible evidence-based care, with a strong clinical research basis



Positive experience

We foster an inclusive and collaborative culture committed to mutual respect, and patient and family centred care



Timely access

We build capacity and capability across the paediatric sector, so that patients have fast access to quality care



A safe place

We deliver safe, evidence-based care in an environment where everyone's wellbeing is paramount, and we strive for zero harm



Sustainable healthcare

We manage our human, financial, environmental and physical resources responsibly to ensure our health system survives and thrives

Our focus areas

Our focus areas enhance the impact of Great Care



We will collaborate

To drive innovation and build capacity and capability in paediatric care



We will innovate

To address the challenges confronting our industry and our patients



We will advocate

To influence positive health and wellbeing outcomes for staff, children and young people

Our enablers

The foundation upon which our success is built



Our people



Research and education



Technology





Our priorities

Delivering Great Care is central to all that we do and are our strategic priorities areas. Great Care guides every member of our team, everywhere.



Our priorities

Delivering and supporting Great Care is our strategic priority, to ensure we remain focussed on achieving the best possible outcomes for patients, families and staff.

Following consultation, we have enhanced our Great Care domains to better reflect patient and family expectations. While the core principles remain unchanged, we will continue to refine, improve and embed our understanding of Great Care.



Clinical excellence

As one of the world's leading children's hospitals, we provide the best possible evidence-based care, with a strong clinical research basis (formerly Excellent Clinical Outcomes)



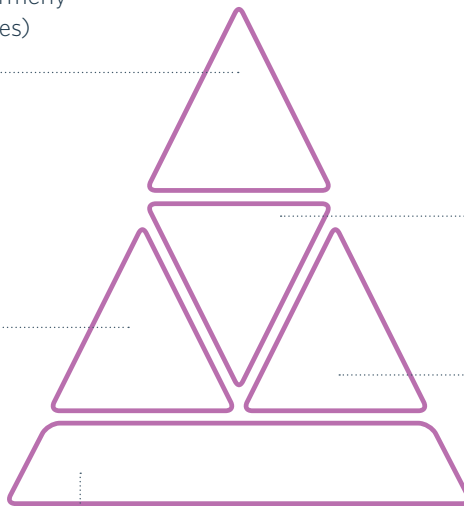
Positive experience

We foster an inclusive and collaborative culture committed to mutual respect, and patient and family centred care



A safe place

We deliver safe evidence-based care in an environment where everyone's wellbeing is paramount, and we strive for zero harm (formerly Zero Harm)



Timely access

We build capacity and capability across the paediatric sector, so that patients have fast access to quality care



Sustainable healthcare

We manage our human, financial, environmental and physical resources responsibly to ensure our healthcare system survives and thrives





A newborn baby is lying in a hospital bed, partially covered by a white blanket. Medical equipment, including a clear tube and a small device on the baby's chest, is visible. The background is blurred, showing hospital equipment and a person in a red and blue uniform.

Our focus areas

Our three strategic focus areas will be crucial to *Great Care, Everywhere* and making it relevant to the wider paediatric health environment for the benefit of all children and young people, regardless of where they live.



Our focus areas

Our plan for *Great Care, Everywhere* means building paediatric capacity and capability across the Victorian healthcare sector and increasing awareness and understanding of paediatric health issues among families and communities.



We will collaborate

We will collaborate to drive innovation and build capacity and capability in paediatric care everywhere. The RCH values a collaborative approach and recognises working with our patients, families, colleagues and partners will achieve much more than by working alone.

Stronger and broader partnerships across all levels of the health system are needed to meet the growing demand for services and we are committed to working collaboratively with each of our stakeholders, including:

Patients and their families to co-design models of care that deliver more options, as well as better experiences and outcomes

Government to deliver greater efficiency across the paediatric health sector

Health system partners, such as the Department of Health and Human Services, Safer Care Victoria and the Victorian Paediatric Clinical Network, to drive and promote clinical best practice, innovation and quality and safety in paediatric care at a systems level

Health care providers to share knowledge and expertise in order to build capacity and capability within the RCH and the wider community

Partners to connect research, education and clinical expertise, ensuring we have the skills and resources to maximise the usage of medical advances in clinical care

Shared-care partners to develop and pursue an integrated service model so patients with chronic, complex conditions or mental illness can receive more care in the community.

We will collaborate to drive innovation and build capacity and capability in paediatric care everywhere.



Over the next three years we will:

Great Care domains

Our actions



Advocate for and work with the Department of Health and Human Services (DHHS) and health services across Victoria to develop the foundations for a cohesive state-wide approach to paediatric healthcare that supports a decentralised, integrated care model.



Develop and enhance partnerships with paediatric health care providers throughout Melbourne, including Monash Children's, to develop key objectives for improving child and young people's health together and ensure that clinically appropriate care is provided as close to home as possible.



Collaborate with patients, families and consumers to further develop and embed our vision and framework for exceptional patient and family centred care.



Collaborate with our staff, patients and families and campus partners, consumers and staff to develop and implement a Safe Place strategy (see below).



Work in collaboration with community and partner organisations to enhance the delivery of streamlined and co-ordinated care for Aboriginal and Torres Strait Islander patients and their families.



Make joint appointments across health services to share knowledge and expertise.



Develop additional partnerships in paediatric teaching, training and research.



Help build the capability and capacity of primary and community care providers.



Build on our current initiatives in staff mental health and well-being to implement additional programs that are flexible and responsive to staff needs.

Legend: Clinical excellence Positive experience Timely Access A Safe Place Sustainable healthcare



A Safe Place at the RCH

The RCH is an organisation committed to care, respect and the safety of all those who engage with us. Through a comprehensive suite of collaborative programs and initiatives, we will create an environment which ensures everyone who enters is safe: safe from harm, safe to speak up against poor behaviour, safe from physical violence and clinically in the safest of hands. Designating the RCH as a Safe Place allows us to bring together all existing and new initiatives, guidelines and procedures to help ensure the RCH is a safe place to work, visit, recover, heal or just 'be'.



Our focus areas



We will innovate

We will innovate to address the challenges confronting our industry, our patients and children everywhere. We understand the importance of fostering a culture that embraces research, education and innovation at every level if we are to maintain our position as one of the world's great children's hospitals and deliver a sustainable health service.

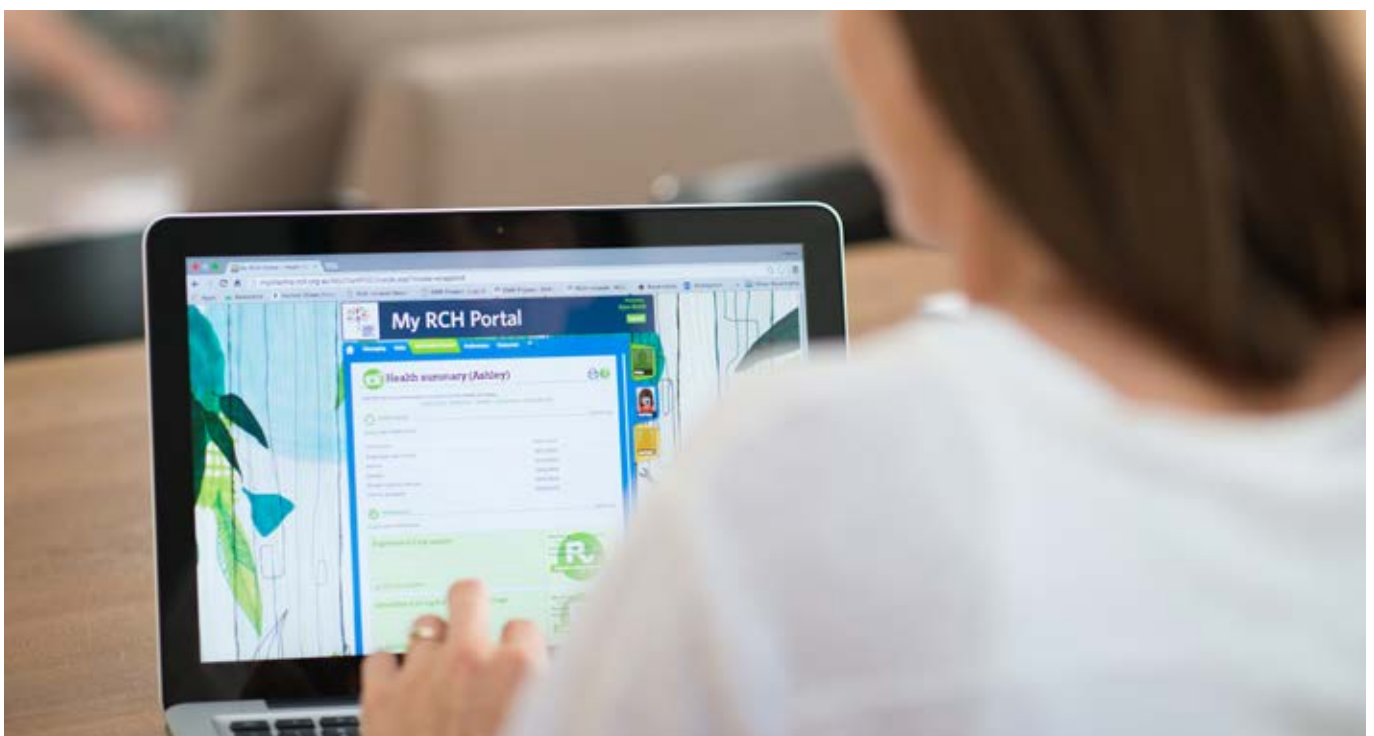
We will continue to integrate education and research in our clinical practice and invest in our researchers and clinicians to ensure they can undertake, lead and participate in cutting edge research. We will ensure research is focused on clinical outcomes and pursue new models of care, using data insights to determine how best to deploy our resources to support these changes.

By implementing a digital ecosystem, we aim to disrupt some existing systems and approaches to healthcare, to place the patient and family at the centre of using technology to improve how they access and navigate the complex healthcare landscape.

We will become increasingly adept at using data analytics to predict and inform outcomes in both a clinical and operational context by linking and analysing data and building staff capability in informatics and data management. Our Electronic Medical Record (EMR) will play an enormous and integral role in this moving forward as it allows us to analyse and predict demand, enabling data-driven decision making that supports the best use of our financial, physical and human resources within the RCH and across the health sector.

We will have a strong focus on supporting the successful delivery of the Parkville Connecting Care program – a shared EMR with the Royal Women's Hospital, the Royal Melbourne Hospital and Peter MacCallum Cancer Centre. We will also plan to achieve an Electronic Medical Record Adoption Model (EMRAM) Level 7 for inpatients, which includes implementation of a closed loop medication management system.

We will ensure research is focused on clinical outcomes and pursue new models of care, using data insights to determine how best to deploy our resources to support these changes.



Over the next three years we will:

Great Care domains

Our actions



With campus partners, deliver the Melbourne Children's Centre for Health Informatics, enabling optimisation in data and innovation across clinical practice, research and operations, including:

- building our skills and workforce in advanced informatics and data management
- building the IT systems necessary to integrate and interrogate data across multiple sources
- pursuing opportunities to work with external agencies where linking and analysing data will lead to improved healthcare outcomes.



Work to ensure that our clinical research translates quickly to new models of care, increase the number of clinical trials and explore opportunities for joint research with other service providers.



Continue to pursue and support the use of new and emerging technologies and practices.



Deliver an education and research hub that will support health professionals everywhere with an interest in paediatrics.



Work with the Royal Women's Hospital, the Royal Melbourne Hospital and the Peter MacCallum Cancer Centre, to deliver Parkville 'Connecting Care' – a shared EMR for all four health services.



Expand our ability to deliver care remotely by creating a 'virtual' hub.



Develop smarter configurations of hospital spaces to optimise resources and provide the most clinically appropriate care in the most efficient manner, including:

- Expanding our capacity by fitting out and opening space on our fifth floor
- Delivering 20 new treatment spaces in our Emergency Department
- Securing funding to permanently establish the RAPID system in our Emergency Department
- Increasing the use of ambulatory day services to reduce overnight admissions
- Reviewing and improving de-escalation areas in the Emergency Department.



Work with patients, families and health and social care providers to implement innovative and collaborative approaches to caring for children and young people with a range of conditions, including mental health and behaviours of concern.



Continue to develop leaders across the organisation so that our people have the skills, support and information they need to effectively manage teams and improve performance.



Implement integrated and contemporary non-clinical support systems that support the delivery of *Great Care, Everywhere*.



Continue to review patient flows and care models to ensure we are using physical, financial and human resources efficiently.



Identify and actively pursue new funding and revenue sources to enable the delivery of *Great Care, Everywhere*.



Actively contribute to the implementation of the Victorian Government's policy to be net zero carbon by 2050, and further improve environmental sustainability through other targeted initiatives.

Legend: Clinical excellence Positive experience Timely Access A Safe Place Sustainable healthcare

Our focus areas



We will advocate

We will advocate to influence positive health and wellbeing outcomes for staff, children and young people. The RCH is recognised nationally and internationally as one of the world's leading children's hospitals and we believe it is our responsibility to advocate for children and young people everywhere.

During the next three years, we will take every opportunity to influence issues where Great Care intersects with the United Nations Convention on the Rights of the Child.

We will also work to provide collaborative leadership across the paediatric health sector by advocating on behalf of other health service providers, where appropriate, and working with other services to develop a coordinated state-wide approach to paediatric health services.

As our service and the health sector more broadly face an increasingly challenging environment, we believe that advocacy will play an important role in helping to convey the value of our service to the community and funding bodies, as well as securing support for paediatric health programs in the community.

During the next three years, we will take every opportunity to influence issues where Great Care intersects with the United Nations Convention on the Rights of the Child.

Over the next three years we will:

Great Care domains

Our actions



Consult widely and develop and implement a comprehensive advocacy strategy which positively influences outcomes for children and young people, particularly in the areas of:

- The Rights of the Child
- Mental Health and Behaviours of Concern
- Vulnerable Children and Child Safety
- Aboriginal and Torres Strait Islander Health
- Early intervention models
- Complex care.



Lead and advance issues related to paediatric Mental Health that reflects a need for both acute services and support in the community.



Recognise, actively promote and learn from the expertise and experience of other healthcare providers.



Respond to the needs of our diverse community.



Continue to influence community attitudes and awareness of paediatric health issues through the RCH National Child Health Poll.

Legend: Clinical excellence Positive experience Timely Access A Safe Place Sustainable healthcare







Our three strategic enablers are the foundations for *Great Care, Everywhere.*



Our enablers

Critical to our ability to fully realise the potential of *Great Care, Everywhere* is the ongoing support of the RCH Foundation and their philanthropic partners.

The RCH Foundation has been crucial in helping us support and develop **our people** through funding of the RCH Compact and numerous professional development, education and research grants.

As an important partner in the Melbourne Children's Precinct, the RCH Foundation has supported many of our world-leading **education and research** initiatives.

The RCH Foundation has also played a pivotal role in supporting **technology** and data capability across the hospital, by providing the funds to establish and expand our hospital-wide Electronic Medical Record.

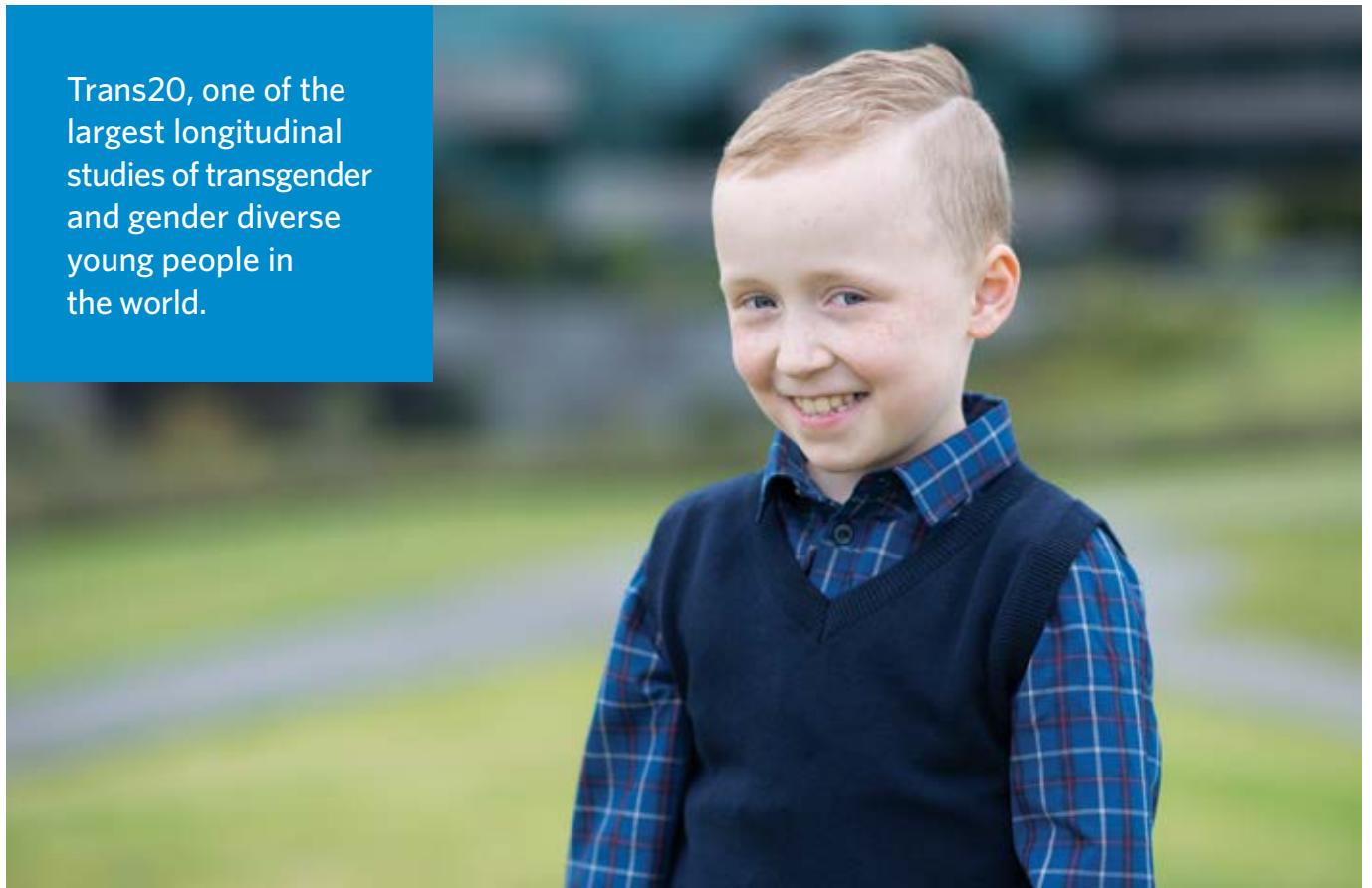
Beyond this, the RCH Foundation has funded many Great Care initiatives across the hospital that have helped consolidate our reputation as a world leader in children's health by delivering improved outcomes and experience for patients and families.

Example of this include:

- the Wadja Aboriginal Family Place, a dedicated service specifically designed to improve health outcomes for Aboriginal and Torres Strait Islander children and young people by providing a culturally sensitive and responsive service,
- the quarterly RCH National Child Health Poll which gives Australian parents a voice in the conversation around paediatric health, and
- Trans20, one of the largest longitudinal studies of transgender young people in the world.

Going forward, this support will continue to play a vital role in supporting our enablers and helping us realise the many ambitious goals we set.

Trans20, one of the largest longitudinal studies of transgender and gender diverse young people in the world.





Our people

Our people are the foundation for the delivery of Great Care and they are central to realising our vision. It is critical that we equip them with the skills and expertise required to allow us to support the delivery of *Great Care, Everywhere*.

A diverse, highly-skilled and collaborative workforce is required to deliver Great Care and we are committed to fostering a safe and inclusive workplace where every team member is valued for their unique identity and role within the hospital.

Equally as important is our commitment to supporting staff with well-being initiatives that are flexible and responsive to their individual and team requirements and address the known challenges experienced by the workforce in the health industry. Going forward we will build on our staff Mental Health plan to ensure all aspects of well-being are being addressed.

Inclusive and collaborative culture

We know that in order to care for our patients, we must first care for each other.

In 2018, we launched the RCH Compact comprising ten pledges that outline how our people will behave and work together to deliver Great Care. More than 2,500 staff members were consulted in the development of the Compact and it is now a central pillar of the RCH culture.

Clinical expertise

We are committed to supporting the personal and professional development of our people so they are equipped to meet the evolving needs of our patients and the community.

Through our campus and precinct partnerships we are able to provide leading specialist paediatric education and training. By embedding world-class education and research in our clinical practice we are able to attract and retain talent with the clinical expertise necessary to deliver Great Care now and in the future.

Developing leaders

We know that culture is created locally and effective leadership is key to enabling our staff to deliver Great Care.

We have invested in developing leaders across our medical, nursing, allied health and management teams so that our people have the skills, support and information they need to effectively manage teams. We will continue to roll out this training to support staff at a variety of levels across the hospital during the next three years.



In 2018, we launched the RCH Compact comprising ten pledges that outline how our people will behave and work together to deliver Great Care.



Our enablers



Education and research

To be a great children's hospital, the RCH must continue to connect research, education and clinical expertise, and work to ensure that clinical research quickly translates to treatment.

The RCH has a number of precinct partnerships that support its substantial contribution to research, education and clinical practice, by powering innovation and supporting the development of paediatric health providers across the state.

We are also committed to delivering corporate and non-clinical education and research that supports the quality and efficiency of our operations.

Training and education

The RCH is currently the leader in paediatric training for medical, nursing, and allied health staff in Victoria. Our campus partnership with The University of Melbourne – Department of Paediatrics makes the RCH a world-leading teaching hospital.

Clinical staff have access to a range of formal and informal professional development and learning opportunities, and we support clinical education outside the hospital through co-appointments of clinical staff with universities.

In partnership with the Monash Children's Hospital, the RCH leads the Victorian Paediatric Training Program. The RCH also provide a range of broader teaching and training opportunities to Victorian health professionals including lectures at universities, working with schools and families, educating non-specialist clinicians in other hospitals, and mobile outreach in regional, rural and remote areas.

We are working to create a cohesive, technology-enabled education and research hub that will enable us to keep pace with the rapid advances in health and technology, and support health professionals everywhere with an interest in paediatrics.

The Melbourne Children's Campus

The Melbourne Children's Campus is comprised of the RCH, the Murdoch Children's Research Institute, The University of Melbourne – Department of Paediatrics, and the RCH Foundation. The Campus provides global leadership in integrated clinical care, education and research across paediatric health.

In addition to collaborating on research, The University of Melbourne provides undergraduate and post-graduate medical education and is involved in clinical care and policy development, as well as outreach and engagement activities across the campus.

The Murdoch Children's Research Institute is co-located with RCH and is the largest child health research institute in Australia with more than 1900 researchers, many of whom are RCH clinicians, working across infection and immunity, cell biology, clinical sciences, genetics, and population health.

Parkville Precinct

Together with the Royal Women's Hospital, the Royal Melbourne Hospital and the Peter MacCallum Cancer Centre, we make up the Parkville Precinct. This partnership will soon enjoy an integrated Electronic Medical Record (EMR), enabling us to draw on shared data for seamless care provision.

The Melbourne Biomedical Precinct

We are also a part of the Melbourne Biomedical Precinct, comprised of more than 40 hospitals, research, teaching and biotechnology organisations. It is one of the top 10 biomedical precincts globally and a driver of healthcare advances, economic growth and jobs for Victoria.

The Campus provides global leadership in integrated clinical care, education and research across paediatric health.





Technology

The RCH has become a more digitally focused hospital, using data-driven decision making to better manage our clinical care and financial, physical and human resources in response to increasing service demand and complexity.

Technology is enabling us to better co-ordinate clinical care and manage the expectations of patients and their families or carers. These benefits will continue to multiply as our systems become more sophisticated and integrated over the next three years.

Leveraging the Electronic Medical Record

Following the launch of our hospital-wide Electronic Medical Record (EMR) in 2016, the RCH has already seen significant improvements in patient care and accessibility.

By 2020, the Connected Care partnership between the RCH, the Royal Women's, the Royal Melbourne, and the Peter MacCallum Cancer Centre will see us deliver an integrated EMR across all four health services that will improve communication, care and patient safety.

We are working to consolidate the impact of our EMR and in 2018 we launched the RCH Bridge – a digital command centre that enhances our ability to make real-time data-driven decisions.

Our online Activity Tracker is using real-time EMR data to predict wait-times in the RCH ED so that parents can make an informed decision about where to seek treatment.

The MyRCH Portal is giving patients, and their families, remote access to parts of their EMR and enabling them to access a range of associated services remotely. Approved GP clinics and regional hospitals can also remotely access our EMR, enabling better treatment and support for shared patients when they are not at the RCH.

These digital platforms are enabling us to better understand and anticipate demand for our services, while we support our patients and their families with greater control, flexibility and transparency around their care.

Informing and engaging

Beyond its direct impact on our patients and the hospital, our technology is also helping us deliver increased capability across the paediatric healthcare sector, via online and mobile resources such as our Paediatric Clinical Practice Guidelines and the Emergency Paediatric Nursing App.

We also use digital platforms to inform and engage parents and carers, and the wider community, enabling them to better understand key issues affecting paediatric health.

The RCH Facebook page provides updates, information and videos relating to common paediatric health concerns, and our Kids Health Info factsheets now cover more than 175 topics with more than five million downloads each year.

The RCH National Child Health Poll, now entering its fourth year, is unique in Australia and has surveyed more than 24,000 households since it began, reaching more than seven million Australians each quarter through social and traditional media coverage.

Digital platforms are enabling us to better understand and anticipate demand for our services, while supporting our patients and their families with greater control, flexibility and transparency around their care.







Our journey

We have set ourselves an exciting but ambitious vision over the coming three years, and delivery of this will be our top priority. We are all committed to supporting the delivery of *Great Care, Everywhere*.

Our journey

To achieve our vision, we will develop a comprehensive implementation plan that outlines what needs to be achieved in 2019, 2020 and 2021, where the specific activities will be integrated into our annual business planning cycle.

As we consider our strategic plan to be a living document that guides all that we do, we will transparently and publicly report on our progress.

The RCH performance reporting framework includes an extensive range of indicators aligned to our Statement of Priorities, legislative requirements and clinical and operational performance. Alongside this, performance measures to track progress against our strategic priorities and focus areas will be developed and monitored.

In line with our commitment to optimise the use of digital media and better connect with our patients, families, staff and the community, we will provide regular updates on how we are tracking through a variety of ways, including our website where our progress across all areas is reported and offered up for feedback and input. Through this live and real-time collaboration and reporting, we will ensure supporting the delivery of *Great Care, Everywhere* is not just an endeavour for the RCH, but a reality.

Every child has a right to the best possible healthcare, regardless of where they live.

By working together we can help raise the standard of paediatric health, arm patients and parents with greater knowledge and skills and change health outcomes for children – everywhere.

We look forward to joining with you on this journey.

Feedback

We welcome feedback on our Strategic Plan. If you have any comments or feedback you would like to share, please email strategy@rch.org.au

Thank-you.



These are exciting and promising times for the RCH, with enormous potential to positively influence health outcomes for children and young people everywhere. Join us on the journey to realising *Great Care, Everywhere*.





The Royal Children's Hospital Melbourne


50 Flemington Road Parkville, Victoria 3052 Australia


Telephone +61 3 9345 5522


Facsimile +61 3 9328 4433

www.rch.org.au

 facebook.com/rchmelbourne

 twitter.com/rchmelbourne

 instagram.com/rchmelbourne

 linkedin.com/company/8333989