



WOMEN'S
HEALTHCARE

AUSTRALASIA



WHA Strategic Plan: 2016-2020





Women's Healthcare Australasia's Vision
 To enhance the health and well-being of women and newborns through supporting hospitals and health services to achieve excellence.
 Excellence will be championed through:

Partnering with women & their families

WHA champions partnering with women & their families in all aspects of service design & delivery, including benchmarking outcomes of care from women's point of view

Translating evidence into practice

WHA champions best practice care informed by evidence & facilitates collaboration among members on agreed priority-quality & safety improvement initiatives

Benchmarking performance & outcomes

WHA supports continuous improvement in the care of women and newborns by delivering accurate, relevant, timely & accessible benchmarking studies that meet member's needs

Networking with peers

WHA facilitates collaboration & sharing among members of ideas, resources & know-how about best practice care for women and newborns

Advocacy

WHA is recognised as a trusted, impartial expert adviser on maternity services and is proactive in advocating on key issues related to the care of women and newborns

Enablers:

WHA develops and maintains strong relationships with our member organisations and their staff and is responsive to their needs
 WHA develops & maintains partnerships with other organisations to enhance its capacity to support members to achieve excellence
 WHA continues to be a well governed, well managed and sustainable organisation for the membership

Priority: Best practice care for women & newborns through partnering with women & families

Objective: WHA champions partnering with women & their families in all aspects of service design & delivery, including benchmarking outcomes of care from women's point of view

Actions

1. Showcase innovative ways of engaging women & families in design & delivery of maternity services
2. Share tools & resources for capturing & sharing data on outcomes of maternity care from the point of view of women & their families
3. Offer members the opportunity to benchmark on patient-centric outcomes measures

Measuring Success

- ✓ WHA establishes a Special Interest Group dedicated to networking on woman & family centred care
- ✓ Tools, resources & know-how around partnering with women & their families are shared & promoted
- ✓ Innovative practices in consumer engagement/partnerships are highlighted & promoted through WHA website, webinars & SIGs
- ✓ The benchmarking program is extended to include patient-centred outcomes measures.
- ✓ WHA members can access both national & international outcomes benchmarks.

Priority: Best practice care for women & newborns through translating evidence into service delivery

Objective: WHA champions best practice care informed by evidence & facilitates collaboration among members on agreed priority quality & safety improvement initiatives

Actions

4. Champion best practice care for women & newborns & enhance benchmarking service to assist members to gauge how closely their practices align with best practice care
5. Develop & maintain a service improvement/innovations portal on the WHA website that showcases successful innovation projects & facilitates interactive sharing of expertise on service improvement among WHA members
6. Facilitate quality improvement collaboratives among interested members around agreed priority improvement projects to support translation of evidence into practice & consistent application of evidence across services & over time.

Measuring Success

- ✓ WHA publishes a consensus statement on best practice care at least annually in close consultation with members
- ✓ Benchmarking data supports analysis by members of their alignment with evidence based practice
- ✓ Service improvement portal is established. Members provide content on relevant practice & service improvement initiatives & evaluations
- ✓ At least one collaborative quality improvement project is facilitated by WHA each year in the life of this strategic plan, with measurable improvements achieved by at least 90% of participating services on the agreed priority aim.
- ✓ WHA hosts actual and virtual meetings to facilitate sharing of expertise from across Australia and abroad about best practice care

Priority: Best Practice Care for women & newborns through **Benchmarking Performance & Outcomes**

Objective: WHA supports continuous improvement in the care of women and newborns by delivering accurate, relevant, timely & accessible benchmarking studies that meet members needs

Actions

7. Continue to regularly publish benchmarking studies on clinical indicators and on activity & costing performance
8. Strengthen clinical benchmarking to enable analysis by WHA members of associations between indicators for different groups of women & babies
9. Extend clinical benchmarking to enable comparison of performance among MGPs
10. Expand access to WHA's online benchmarking portal to all members, and ideally to multiple users within each member organisation
11. Test the desire of members to have new benchmarks on infrastructure (e.g. cots, theatres, BS rooms, etc) and/or staffing (e.g. SMO, JMO, casual vs salaried midwives, doctors, nurses etc)
12. Increase frequency of benchmarking reporting if desired by members

Measuring Success

- ✓ WHA continues to provide (and enhance) its clinical and activity/costing benchmarking reports for participating member hospitals
- ✓ WHA collects de-identified clinical data for women & babies & provides summary information on clinical topics of interest to members
- ✓ Benchmarking of performance of MGP services is developed & provided in consultation with interested members
- ✓ WHA has the IT capacity to provide access to its All online benchmarking data portal to all interested members by 2017 to run their own queries & analyse benchmarks to support improved performance
- ✓ New benchmarking services (e.g. on infrastructure, staffing, etc) are developed in consultation with members
- ✓ Reports are provided 6 monthly to interested members

Priority: Best practice care for women & newborns through **networking with peers**

Objective: WHA facilitates collaboration & sharing among members of ideas, resources & know-how about best practice care for women and newborns

Actions

13. Continue to deliver face to face Forums & webinars on priority topics of interest to members to facilitate sharing of expertise
14. Continue to support effective Special Interest Groups in response to member interests
15. Develop new Special Interest Groups in response to member demand, e.g. on MFM services, **partnering with women & their families**, and/or on publicly funded homebirth services
16. Optimise use of technologies to support effective networking among members, e.g. website redesign, web conferencing etc
17. Strengthen & enhance role of WHA website in providing opportunities for members to network, share innovations, tools, protocols, & other resources

Measuring Success

- ✓ Expertise is shared via recorded webinars
- ✓ Expertise is shared via face to face Forums
- ✓ The 12 existing Special Interest Groups continue to be supported to meet regularly and exchange resources
- ✓ New SIGs are established as resources allow on priority topics of interest to members
- ✓ WHA website is redeveloped to provide a searchable communication hub for members on:
 - Quality improvement
 - Service innovation
 - Clinical research
 - Exchange of resourcesMembers can contribute content to the site directly

Priority: Best Practice Care for women & newborns through Advocacy

Objective: WHA is recognised as a trusted, impartial expert adviser on maternity services and is proactive in advocating on key issues related to the care of women and newborns

Actions

18. WHA continue to provide considered expert advice in response to consultations by government agencies & other key stakeholders, by consulting with experts within our membership
19. WHA takes a proactive advocacy focus on:
 - a. Appropriate funding for Unqualified Neonates receiving medical care
 - b. Development by IHPA of a bundled payment for public hospital maternity care
 - c. Renewal of the National Maternity Services Plan
 - d. Calling for national clinical practice guidelines for maternity & newborn care
 - e. Revision of DRG classifications
 - f. Australian Health Facility Guidelines

Measuring Success

- ✓ Submissions are developed in consultation with members on all key national policy issues of priority interest to members related to women's & newborn care
- ✓ WHA succeeds in getting funding for care of unqualified neonates onto the national policy agenda
- ✓ WHA influences the design of bundled maternity care payment in consultation with members
- ✓ WHA actively advocates for a new 5 year National Maternity Services Plan & informs the development of commitments in the plan in consultation with members (e.g. to include development of national clinical practice guidelines for maternity & newborn care)
- ✓ WHA seeks to influence the Australian Health Facility Guidelines re evidence based design of labour and birth suite & neonatal care facilities

Enabler: **Engagement of members & partners**

Objective: WHA maintains strong, responsive relationships with our members; partners with other organisations to enhance services; and continues to be a sustainable & accountable not for profit organisation for the benefit of member health services & the women and newborns for whom they provide care

Actions

20. WHA develops and maintains strong relationships with our member organisations and their staff, and is responsive to their needs
21. WHA develops & maintains partnerships with other organisations to enhance its capacity to support members to achieve excellence
22. WHA continues to be a well governed, well managed and sustainable organisation for the membership

Measuring Success

- ✓ It is core business for WHA staff to regularly connect with member services by phone, email, through site visits and face to face meetings to remain informed of their priorities, concerns and achievements
- ✓ Relationships are cultivated with key stakeholder organisations with whom a partnership has the potential to enhance WHA's capacity to support its members to achieve excellence (e.g. universities, relevant government agencies, research centres, other non-government bodies)
- ✓ WHA is accountable to its membership, responsive to member needs as far as practicable, and informed by member priorities & preferences in delivery of membership services such as benchmarking, networking & advocacy.