

Hardwiring Excellence at Northeast Health Wangaratta

The Hardwiring Excellence program was introduced at NHW in 2011, and it is based on work by the Studer Group USA. The program aims to 'hardwire', or embed, a set of standard practices in terms of performance and behaviour that helps us meet our organisational goals, but also the broad goals of the program which are:

- Improved patient satisfaction
- Improved staff satisfaction
- Improved patient safety and clinical outcomes

Hardwiring Excellence is a framework that drives performance at all levels and requires solid commitment from the CEO and Executive Team, along with Department Managers. New members of the Executive or management team are provided a comprehensive induction to the program, with very clear 90 day goals.

There are nine key principles of the Hardwiring Excellence program:

1. Commit to excellence
2. Measure the important things
3. Build a culture around service
4. Create and Develop great leaders
5. Focus on employee satisfaction
6. Build individual accountabilities
7. Align behaviours with NHW goals & Values
8. Communicate at all levels
9. Recognise and reward success

PRINCIPLE	APPLICATION (<i>how we achieve the principles</i>)
Commit to Excellence	Clear organisational vision Strategic plan to achieve vision Operational plans annually to achieve strategic goals Hardwiring Excellence Program / governance framework Standards of Behaviour – NHW
Measure the important things	Quarterly (90 day) updates of operational plans Staff satisfaction – people matters survey annually, exit interviews Patient satisfaction - VHES, complaints, compliments Patient safety – falls, pressure injuries, adverse events External review - National Standards and Aged Care Accreditation
Build a culture around service	AIDET 'Can do', helpful approach Bedside handover to include patients/carers Hourly patient rounding Leaders rounding on patients



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Create and develop great leaders	Monthly Accountability meetings Leadership forums Leadership Development Institute
Focus on employee satisfaction	Comprehensive, meaningful orientation for new staff Fresh eyes feedback Staff wellness program Annual people matters survey Exit interview data
Build individual accountabilities	Clear and current position descriptions Annual performance review Monthly accountability meetings at manager and executive level
Align behaviours with NHW Goals & Values	Adherence to standards of behaviour – NHW and Department level Operational plans updated quarterly (90 days)
Communicate at all levels	Managers and Executive rounding on staff and patients Service rounding Hourly patient rounding Communication Boards CEO newsletter Clear patient information Information boards for staff and visitors
Recognise and reward success	Thank you notes Recognition on traffic light reports Staff forums & team meetings Annual staff awards

Some of the HWE tactics used to achieve our goals at NHW include:

'Rounding' – this is about having brief discussions with intent.

Managers round on every staff member, every month to see what is working well, what needs improvement, if they have all the equipment they need to do their job and who they would like to recognise as a high performer

Nurse Unit Managers round on patients every day to make sure they are happy and all their needs are being met

Nursing staff round on patients hourly to determine their needs are being met and ask specific questions such as do you have any pain, do you need to go to the toilet, do you need assistance to change position etc.



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Bedside handover – to ensure charts are checked, drips and drains and wounds are noted and a clear plan for the ongoing shift is determined at shift change. An important aspect of this process is involving patients in their care.

AIDET: should be used by all staff to ensure consistent communication:

A	Acknowledge
I	Introduce
D	Duration of procedure
E	Explanation of what is happening
T	Thanking the patient

Accountability: Department Managers meet with their responsible Executive member monthly to discuss management of their department including financial, Human Resource Management, patient satisfaction, clinical incidents and other performance indicators. This is a structured process and is clearly documented on Monthly accountability meeting templates.

Above and Below the line behaviours: Have been established to outline, in clear practical terms, what are acceptable (above the line) and not acceptable (below the line) staff behaviours. There is an over-arching set of organisation wide above and below the line behaviours established that our staff are expected to follow. Recognition of staff for consistent 'above the line' behaviour is encouraged. Performance management is initiated for staff who continue to display below the line behaviour, providing every opportunity for improved performance.

Patient Communication Boards

By the patient bedside, these boards are designed to provide patients with clear information about their care and contain basic information such as:

- Names of staff caring for them
- Plans for the day
- Discharge dates
- Discharge requirements

Importantly there is space available for questions to be written so staff can answer these – questions can be from both the patient and family/carers.

There are many more tactics that we use to improve staff and patient satisfaction and improve clinical outcomes. These continue to evolve.



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