

# change champions



August 2010

Newsletter for **Innovators** in **Healthcare**

After the welcome  
morning tea and cupcakes...

## First Day Survival Skills for the New Health Care Manager



By Char Weeks

You have just been promoted to your first management job. Congratulations.



You are still floating somewhere between the euphoria of landing the job and a real or imagined fear of belly **flopping in full public view**. There's that lurking trepidation that you might not have the skills to do the job, let alone manage the team.

**What if the team doesn't like you?**

Your management training is limited or non-existent. And you are so worried about collapsing under the weight of all that new responsibility that you are already taking wagers on how long it will take your bosses to discover that you are an impostor.

Well, fear no more. You are normal!

*Continued on page 2*

Pg 5	Pg 7	Pg 7
<i>Debbie Deasy</i> gives a snapshot of the success of utilising the <a href="#">Nurse Practitioner for acute aged care</a> as an alternative model to the Emergency Department.	<i>Nicola Dunbar</i> informs of the upcoming national consultation on <a href="#">Patient Centred Care</a>	<i>Change Champions</i> gives a brief overview of the Canadian Health Services Research Foundation's <a href="#">Patient Engagement Initiative</a>

## First Day Survival Skills for the New Health Care Manager *(continued from page 1)*



The early results of our *What Makes A Good Boss* survey (<http://www.changechampions.com.au>) show that many of our respondents started their health management careers with very little formal training. Some learnt on the job and found the going a little tough. Others attended leadership courses, undertook (self-funded) university-level postgraduate qualifications in management and/or received support from mentors, master coaches or human resource professionals.

Surviving as a manager is about openness and a willingness to learn and understand as much as it's about resilience, endurance and taking responsibility for making the hard decisions. So, we have put together a starter kit to help get you through those first few days on the job.

### Before You Start:

#### 1. Work on Your Head Space

- ✦ You got the job because someone with more power, credibility and responsibility than you believes that you can do it better than any one else who put their hand up on the day. The organisation, department or unit functioned successfully to some degree before you arrived. In her blog, *Ten Classic New Broom Mistakes*, Sarah Lewis (<http://facilitating.ning.com> posted 12 November 2009) stridently warns against sweeping in and acting as if everything that happened before you parked your broom by the door is irrelevant, wrong or now redundant.
- ✦ Even though you might have been brought in to make positive changes, you alone, can not try to become **the ultimate solution to the organisation's problems.**
- ✦ **You may be a genius at solving problems but you don't (and dare we say, won't ever) have all of the answers all of the time.**
- ✦ Always be ready for the unexpected. Try to avoid underestimating the multidimensional complexities of organisations, their formal and informal networks, individuals and personalities.
- ✦ Remember that mistakes are opportunities to learn. People generally learn most from their best errors.
- ✦ Every member of your team usually comes to work intending to do the best job that they can do on the day.

#### 2. Guide Books and Maps

- ✦ Re-read the job description, annual reports, press releases and any other available contextual information that will help your orientation.
- ✦ Study organisational and flow charts for clues about whom and what are most important to the organisation.

#### 3. Clean Out Your Ears

- ✦ Good management is about being able to listen and hear beyond what is actually said as well as knowing when to stop listening

## What to pack on your first day

Try to start fit, fresh and with the right equipment.

We suggest that you pack the following:

**Hiking Boots.** It's a steep learning curve for some, so come prepared. You need good sturdy footwear to walk the walk especially if your road is riddled with pot holes.



**Barometer.** Try to gauge the air pressure before you start. While we all wish to be welcomed with open arms, **not every new manager's arrival is a joyous event.** If possible, establish whether any sensitivities exist eg. a senior executive had earmarked someone else for the job, one of your direct reports also applied for the job you now have and missed out etc.

**P Plates.** It's never too soon to openly admit that this is your first management position. If you have already been working in the department you are now managing, people are likely to be mostly supportive while you find your feet.



**Cup Cakes.** Spend some time over that first morning tea with the iced cup cakes you brought to get to know a little about each member of your team. Try to understand the dynamics of the team as a whole, learn about the politics and quietly observe the interactions to understand how the informal networks operate. If you already know your team well, you might be open to discussion about how they think the dynamics of the team will change now that you are the manager. Let us assure you, the dynamics will change now that you are the head honcho!

**Open Mind.** This might be your first day on the job but it's unlikely to be the very first day in the life of the organisation. Remember, right now, you don't know that you don't know. Watch, listen and learn. Ask "why" and "how" rather "who", "what" and "when". One welcome

morning tea is hardly enough time to absorb and comprehend the true machinations of the organisation, especially when everyone is trying to put their best foot forward. Start by showing your team who you really are as a person. Hold sharing the vision and share your values with your team instead.

**Closed Lips.** Establish your credibility with your credentials, experience, networks and actions rather your chatter. **Don't succumb to any perceived pressure to perform on your first day.** Restrain yourself from blurting out any grandiose, ill-informed plans for a total organisational revamp and exciting boom time future based on your 90 minutes experience, thus far, until you at least know where the bathroom is. Unless brilliant **and lovingly embraced by the entire team, you'll be remembered as just another broken promise, a DND (*did not deliver*) for your famous last words when that naïve plan collapses in a heap like a bowl of soggy cornflakes.**



Take the time to consult, learn and understand what **works and doesn't work in the organisation and how** things could be done differently. Then analyse the evidence before developing and communicating plans for change.

Remember that your predecessor in this position did the best job that they could do with the available resources. Refrain from engaging in any communication at any time that discounts or disparages the efforts of any of your **forerunners.** You won't like it if, at some time in the future, others are scathing about your performance.

*Continued on page 4...*



## Would you like to contribute to this newsletter?

Change Champions are always on the lookout for new innovations, research and workplace achievements in the health sector. If your workplace has been involved in an exciting innovations project, please **don't hesitate to send us a summary article of** between 250 –300 words.

For newsletter enquiries, to make a submission, or to place an advertisement.

Please contact:

Diane Beyrouthi

Ph: +61 (0) 2 9692 0533

Email: [diane.beyrouthi@changechampions.com.au](mailto:diane.beyrouthi@changechampions.com.au)

(continued from page 3)

GPS Navigation System. You will need help to navigate a maze of administrative processes and other red tape if you wish to avoid getting into strife for making a decision that you are not authorised to make. That might include signing off on something that you don't have a delegation authority to sign off on or not filling in the required 15 forms in quintuplicate to buy a postage stamp. Find out who the key people are, become best, best friends with them and when in doubt, ask them before you act. Love your Finance Manager for better or worse....



If you are responsible for a budget, make an appointment with the appropriate finance officer to learn the A-Z of managing those funds and reading finance reports so that you understand what you are talking about.

Set of scales. Many new managers are excited and overwhelmed by the magnitude of the task that greets them. They enthusiastically immerse themselves into the job arriving at work before dawn and leaving just before the next dawn.

Even their children need to phone for an appointment to see them. But here's the reality: the more, harder and longer you work, the less productive you will become. The more tired you become, the less able you will be to cope with pressure. Know when to go home, put your feet up and turn on the tele so that you don't become vulnerable to rampant emotions when clear vision and good judgement are required. Your healthy state of mind is integral to your success in this position. If you think positive thoughts, positive things happen. Take the time to map your work/life balance. Prioritise the work to be done and take each step on the learning curve one day at a time.



*Char Weeks*  
BA (Soc), CHE, GCCM, GAICD  
Author, Executive Master Coach  
Chief Executive  
Change Champions P/L

*This article may be reproduced as long as the source is acknowledged*

## Handy Hints for the Novice Conference Presenter

If you are doing great work but never or hardly ever present to a live audience because the thought of it turns your knees to jelly .... then here is a workshop for you.

- 14 October 2010  
Newcastle, NSW
- 19 October 2010  
Sydney, NSW
- 22 October 2010  
Perth, WA
- 10 November 2010  
Adelaide, SA
- 17 November 2010  
Melbourne, VIC
- 30 November 2010  
Auckland, NZ
- 10 December 2010  
Brisbane, QLD

### Full Day Workshops



**REGISTER ONLINE:**

[www.changechampions.com.au](http://www.changechampions.com.au)

# Utilising the Nurse Practitioner as an alternative model to the Emergency Department.

*How this new model of care brought about better quality of life for the aged, as well as greater efficiency in the hospital Emergency Department...*

**By Debbie Deasy**

Residential Aged Care Facilities (RACF), community providers and Emergency Departments are working under increasing pressure due to the growing number of older people. Acute and Aged Care sectors are also aware that hospitals may not be the best place to treat some of the older patients, mainly associated with delays in treatment in the Emergency Department. An alternative model of care, which is supported by General Practitioners within the North Coast Area Health Service was required to prevent the functional decline of the older person.

*The new method:*

In October 2007, a nurse practitioner was employed by the Emergency Department under the hospital avoidance model to provide an alternative for older persons. Within the RACF and community the NP could provide treatment to patients with acute within their own home. This would help to improve the quality of life of an older person by less hospital admissions and/or less length of stay and by continuing to provide holistic care within the home environment.

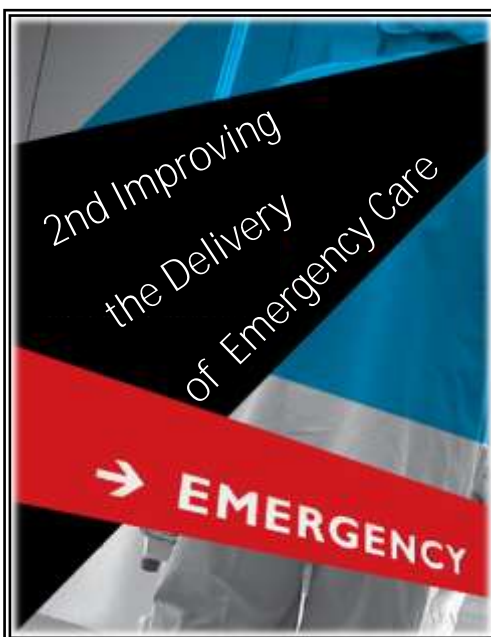
*Was the model successful?*

The NP has been cost effective both to the hospital financially but more importantly to the patients themselves by allowing effective and efficient treatment within their own home environment. An average of six patients per day are treated within their own home environment with referrals from **GP's, service providers and emergency departments.**

*Moving forward...*

The concept of the Nurse Practitioner for acute aged care has now been duplicated within the Area Health Service due to cost effectiveness and positive patient outcomes. A strong aspect is the NP can provide an alternative for the older person to access assessment, treatment and management for their acute condition within their own home environment. This then relieves the pressure on the Emergency Department and allows the patient choice in their own health care.

*For more information about this model, email: [Debbie.Deasey@ncahs.health.nsw.gov.au](mailto:Debbie.Deasey@ncahs.health.nsw.gov.au)*



Change Champions P/L  
in collaboration with Queensland Health:

## 2nd Improving the Delivery Of Emergency Care

Two Day Seminar

25-26 August 2010  
Radisson Resort,  
Gold Coast, QLD

**The Australasian College of Emergency Medicine has approved this seminar as an Accredited Meeting for 0.5 points per hour**

For more information or to register online visit:  
**[www.changechampions.com.au](http://www.changechampions.com.au)** or call +61 (0) 2 9692 0533  
Email: [info@changechampions.com.au](mailto:info@changechampions.com.au)

# PATIENT CENTRED CARE SEMINAR

## In the Spotlight: Patient Centred Care

2-3 September 2010  
Novotel Brisbane, QLD.

REGISTER ONLINE:  
[www.changechampions.com.au](http://www.changechampions.com.au)

### Seminar Aims

- Highlight strategic directions and policy initiatives that focus on the patient at the centre of care
- Showcase development programs that focus on patient empowerment and patients as leaders of quality improvement initiatives
- Showcase innovations programs where learning from the patient experience has improved service delivery and practice
- Share information on approaches to measuring the impact and outcomes of patient involvement in service delivery and practice

### Keynote Speakers

- Dr Nicola Dunbar, Australian Commission on Safety and Quality in Health Care
- Prof Cliff Hughes, CEO, Clinical Excellence Commission
- Dr Karen Luxford, PhD, General Manager, National Breast and Ovarian Cancer Centre
- Stephanie Newell, Consumer Advocate and Representative, SA
- William P (Bill) Shannon, Chief Wisdom Officer & Senior Vice President DaVita, Inc. (NYSE: DVA) Former Executive Director, Service Improvement, Duke University School of Medicine & Health System, USA, Former Program Manager, Walt Disney Company, Disney Institute, Walt Disney Imagineering, Walt Disney Attractions, USA
- Dr Vicki Tsianakas, Research Associate, Florence Nightingale School of Nursing and Midwifery King's College London, UK
- Dr John Wakefield, Executive Director, Patient Safety and Quality Improvement Service Centre for Healthcare Improvement (CHI), Queensland Health, Adjunct Professor of Public Health (QUT)

# Improving Quality and Safety by Centring Care on Patients and Consumers

Nicola Dunbar

## Upcoming Launch of National Consultation on Patient Centred Care

The Australian Commission on Safety and Quality in Health Care will be launching a national consultation on patient centred care at the upcoming Change Champions seminar called **'In the Spotlight– Patient Centred Care'** to be held on the 2-3rd of September 2010.

The Commission will providing conference delegates with a new discussion paper that is an in-depth discussion of the concepts and evidence regarding patient-centred care, a comprehensive review of international approaches and activities and an examination of some of the national, jurisdictional and other policies and activities in Australia to support patient- centred care.

It particularly focuses on strategies that can be used by healthcare organisations to support patient-centred care.

The Commission would welcome comments on the discussion paper, which will be available on the Commission's website from 2 September ([www.safetyandquality.gov.au](http://www.safetyandquality.gov.au)).

The consultation will be open until 12 November 2010.

Nicola Dunbar  
Australian Commission on  
Safety and Quality in Health Care  
[www.safetyandquality.gov.au](http://www.safetyandquality.gov.au)

## Patient Engagement being taken seriously

In mid-October of this year, 12 patient engagement projects will be undertaken as part of the Patient Engagement Initiative of *The Canadian Health Services Research Foundation* (CHSRF). More than 2.6 million dollars is expected to be invested into the research.

The projects will support activities which engage patients in the design, delivery and evaluation of health services, with the intention of revealing ways in which healthcare quality can be improved.

Alongside these activities, two accompanying research projects will document the lessons learned from the various interventions.

Keep an eye out on the CHSRF website, as well as those of co-sponsors- the *Health Council of Canada* and the *Max Bell Foundation*, as projects, syntheses and final reports will be published online once complete.

For more information visit: <http://www.chsrf.ca>

# Upcoming Seminars

Register online: [www.changechampions.com.au](http://www.changechampions.com.au)

## 2nd Improving the Delivery of Emergency Care

Gold Coast, QLD

Keynote Speakers:

Professor Matthew Cooke, National Clinical Director for Urgent and Emergency Care, Department of Health England, UK, Director of Emergency Care and Systems Improvement Group at Warwick Medical School; Emergency Medicine Consultant, NHS Foundation Trust in Birmingham UK

Dr Tony O'Connell, CEO, Centre for Healthcare Improvement, Queensland Health

Dr Frank Daly, Clinical Lead, 4 Hr Rule Program, Royal Perth Hospital and State-wide Executive Lead, 4 Hr Rule Program, Department of Health, WA

Dr Chris May, Queensland Health

Daniel Comerford, Area Performance Manager, Project Director State-wide Redesign Program Health Service Performance Improvement Branch, NSW Health

25-26 August  
2010

## In the Spotlight: Patient Centred Care

Brisbane, QLD

Keynote Speakers:

Dr Nicola Dunbar, Australian Commission on Safety and Quality in Health Care

**Prof Cliff Hughes, CEO, Clinical Excellence Commission, NSW**

Dr Karen Luxford, PhD, General Manager, National Breast and Ovarian Cancer Centre  
Stephanie Newell, Consumer Advocate and Representative, SA

William P (Bill) Shannon, Chief Wisdom Officer & Senior Vice President DaVita, Inc. (NYSE: DVA), Former Executive Director, Service Improvement, Duke University

School of Medicine & Health System, USA, Former Program Manager, Walt Disney Company, Disney Institute, Walt Disney Imagineering, Walt Disney Attractions, USA

Dr John Wakefield, Executive Director, Patient Safety and Quality Improvement Service, Centre for Healthcare Improvement (CHI), Queensland Health, Adjunct Professor of Public Health (QUT)

2-3 September  
2010

## Balancing Emergency and Elective Surgery

Melbourne, VIC

Keynote Speakers:

Dr Patrick Cregan, Specialist Cancer Surgeon, Nepean Hospital, NSW

Prof Russell Gruen, Head of Trauma Quality Assurance, Director of the National Trauma Research Institute, Professor of Surgery and Public Health, Monash University, VIC

Prof Geert Kazemier, MD, PhD, Hepatobiliary Surgeon, Program Leader Liver Transplantation Head of Department of Operating Rooms, Director of Erasmus Health Care Logistics, Erasmus University Medical Center, The Netherlands

Prof Donald MacLellan, Statewide Program Director of Surgery, NSW Health

Dr Damian McMahon, Director of the Shock Trauma Service, Senior Staff Specialist in Surgery, Co-Director of the Trauma and Orthopaedic Research Unit, The Canberra Hospital, ACT  
Dr Tony O'Connell, CEO, Centre for Healthcare Improvement, Queensland Health

Dr Inger Schipper, Leiden University, The Netherlands

Dr Bill Shearer, Medical Director, Critical Care, Southern Health, VIC

Terry Symonds, A/Assistant Director Acute Health Services Programs, Performance, Acute Programs and Rural Health, Department of Health, VIC

9-10 September  
2010

# Upcoming Seminars

Register online: [www.changechampions.com.au](http://www.changechampions.com.au)

11-12 November  
2010

## **Best Care Best Place: Designing and Improving Patient Flow**

Adelaide, SA

Keynote Speakers:

Pip Bagnall, Healthcare Reform Consultant, UK  
Dr Frank Daly, Clinical Lead, 4 Hr Rule Program, Royal Perth Hospital and State-wide Executive Lead, 4 Hr Rule Program, Department of Health, WA  
Raj Verma, Director, Health Services Performance Improvement Branch, NSW Department of Health

18-19 November  
2010

## **Supporting the Healthcare Workforce— Innovations in OH & S**

Melbourne, VIC

Keynote Speakers:

Ian Bynon, A/Director Safety & Wellbeing,  
People and Culture Strategic Services, Queensland Health  
Therese Fitzpatrick, Program Manager – National Workplace and Social Enterprise, beyondblue  
Dr Robert Grenfell, Public Health Physician, VIC  
Dr Ashley Kable, University of Newcastle, NSW  
Richard Lizzio, Chief Executive Officer, Greenslopes Private Hospital, QLD  
Belinda Moyes, Chief Nursing Advisor, Department of Health, Victoria  
Christian Silvestre, Safetrain, NSW  
Prof Pauline Stanton, Victorian Graduate School of Management  
Carmen Walker, Southern Health, VIC  
Eddie Wood, Manual Handling Co-ordinator, Hunter New England Area Health Service, NSW  
Clementia Yap, Sydney West Area Health Service, NSW

19 November  
2010

## **Master Class: Responding to the Behavioural Symptoms of Dementia During Personal Care Activities**

Melbourne, VIC

Full day master class:

Robyn Attoe, Lecturer in Behavioural and Psychological Symptom Management, RPN, Academic Unit for Psychiatry of Old Age, The University of Melbourne

Alissa Westphal, Lecturer in Dementia Care, Accredited OT, Academic Unit for Psychiatry of Old Age, The University of Melbourne

Join Robyn Attoe and Alissa Westphal in learning personal care activities such as showering, dressing and toileting are the primary triggers for behavioural symptoms of dementia (BPSD).

## Attention RN's: Call for Participation in Research

### What Factors Impact on Nurses' Effective use of the Modified Early Warning Score

The Medical Emergency Team (MET) was first introduced in the early 1990's which expanded the role of the traditional cardiac arrest team, allowing early identification, assessment and management of the critically ill patient on the hospital ward. Since its introduction evidence suggests the MET system has failed to demonstrate improved outcomes/survival to discharge following cardiac arrests. We now know patients show signs of clinical deterioration at least 24 hrs prior to a cardiopulmonary arrest and this clinical deterioration can happen any time during their hospital stay.

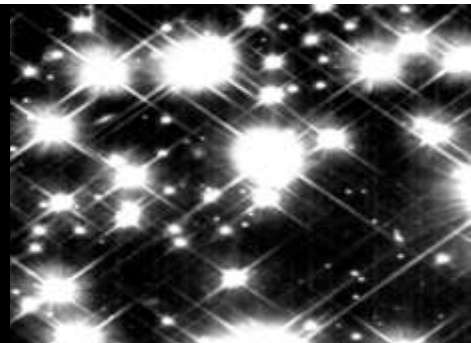
Early warning systems such as MEWS have been developed and introduced to aid in the decision making process and to assist nurses in making judgements in relation to intervention, timing and communication. Success of such warning systems is pivotal on the involvement of the registered nurse.

Hence the aim of this research is to explore acute care registered nurses (RN) understanding of the use of the MEWS. It is anticipated that the study will offer explanations of how such conceptualisations about the MEWS guide the RN in their every day clinical practice.

If you are a RN who currently uses the Modified Early Warning Score (MEWS) in your place of work then you are invited to participate in this research. Through participation in one on one interviews you can share your feelings and experiences about MEWS. All interviews will be confidential and take about an hour.

If you are interested in participating in this study please contact Andrea Reid via email: [a.reid@cqu.edu.au](mailto:a.reid@cqu.edu.au)

Does your company need  
**EXPOSURE?**



Change Champions offer many different opportunities for your business to gain positive exposure.

#### Sponsorship

Sponsorship opportunities are available at ALL Change Champions seminars. Exposure ranges from trade booths, logo appearances in program & learning materials, satchel inserts and much more.

To make an inquiry or to receive a sponsorship kit, please contact:

Jason Amies  
Ph: +61 (0) 2 9692 0533  
E: [Jason.Amies@changechampions.com.au](mailto:Jason.Amies@changechampions.com.au)

#### Newsletter Advertisements

Newsletter advertisements are available in various page sizes in this publication series.

For more information about newsletter advertisements, or to receive a media kit, please contact:

Diane Beyrouthi  
Ph: +61 (0) 2 9692 0533  
E: [Diane.Beyrouthi@changechampions.com.au](mailto:Diane.Beyrouthi@changechampions.com.au)

## MASTER CLASS

23 FEBRUARY 2011  
Hobart, TAS

# The Challenge of Long Term Alcohol Abuse in Older Adults

## Managing Older Clients Living with Alcohol Related Brain Injury

Mainstream aged care services are well designed to meet the physical care or basic functional needs of clients but often lack the structure to manage challenging behaviour resulting from neurobehavioural disability, and lack the specific arrangements that enable effective implementation of neurobehavioural principles.

Contributing factors can include;

- the physical environment (such as staff-to-client ratios, security, accessibility, location, less restrictive settings)
- staffing issues (insufficient staff numbers, insufficient training in neurobehavioural disability and rehabilitation, poor understanding of client presentations, low expectations of the client)
- Insufficient specialised support (from neuropsychologists, neuropsychiatrists);
- insufficient routine and appropriate behavioural programming directed toward the promotion of more positive behaviours;
- uncondusive organisation principles and philosophies (abstinence policies, approaches to recreation, tolerance, acceptance of concessional residents)

### Seminar Aim:

To facilitate the transfer of skills and knowledge gained through evaluative research into the provision of appropriate support to clients living with alcohol related brain injury (ARBI) this presentation will provide education on the effects of long-term alcohol abuse on an older person and advice on strategies to assist service providers with managing behaviours of concern among older clients living in with ARBI.

## Master Class facilitated by: Alice Rota– Bartelink

Alice Rota-Bartelink has worked across a wide range of service sectors as an allied health practitioner. She held a 4-year lecturing position at La Trobe University, Melbourne where she attained her PhD.

In 2001 Alice partnered the UK and USA in an international study examining the antecedents of homelessness among the elderly and in 2004 became principal researcher at Wintringham where she was responsible for The Wicking Project investigating models of care in support of older homeless individuals living with alcohol related brain injury.

In 2007 Alice visited some 20 international service providers in the UK and The Netherlands investigating strategies in support of older people managing long-term alcohol and drug abuse. Alice has authored 6 peer-reviewed journal articles and within the past 3 years has presented at over 25 national and international conferences. Alice was recently appointed as an Honorary Research Fellow at NARI- the National Aging Research Institute.

## 'HANDY HINTS FOR THE NOVICE CONFERENCE PRESENTER'

If you are doing great work but never or hardly ever present to a live audience because the thought of it turns your knees to jelly....then this book is for you

Order your copy today for just \$39.95\*. 132 pages with some Colour illustrations. Quantity discounts are available for orders: 10-24 copies: \$33.00\*; 25-99 copies: \$26.75\*

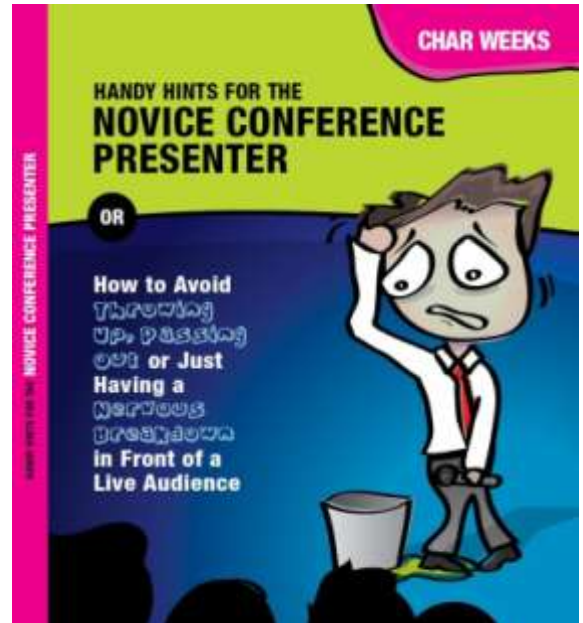
\* Prices are in AUD\$ and include GST and P&P (including international)

**About the Author:** Char Weeks is a Certified Executive Master Coach, change agent and Chief Executive of the Australian change management company, Change Champions P/L.

### TO ORDER YOUR COPY:

Simply visit [www.changechampions.com.au](http://www.changechampions.com.au) and order online **OR**

Print this page and fax it to Change Champions on: (02) 9518 6898 or: + 61 2 9518 6898(International)



### CONTACT DETAILS:

First Name:		Organisation:	
Surname:		Telephone:	
Address:		Email:	
		Promotional Code:	
City:	State:	Postcode:	
Country:			

### ORDER DETAILS:

Quantity Ordered:	Amount to be charged:
-------------------	-----------------------

### PAYMENT DETAILS:

Name on Credit Card:	
Card Number: _____	
Card Type: VISA / MASTERCARD	Expiry: ___/___
Signature:	

For more information on the book or on the accompanying workshops, please contact Change Champions:  
email: [info@changechampions.com.au](mailto:info@changechampions.com.au) web: [www.changechampions.com.au](http://www.changechampions.com.au)

Phone: (02) 9692 0533  
Fax: (02) 9518 6898

International Phone: + 61 2 9692 0533  
International Fax: + 61 2 9518 6898