

# Workforce Innovation : Caring for Older People

A national challenge – change, capacity building , partnerships

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# Presentation Outline

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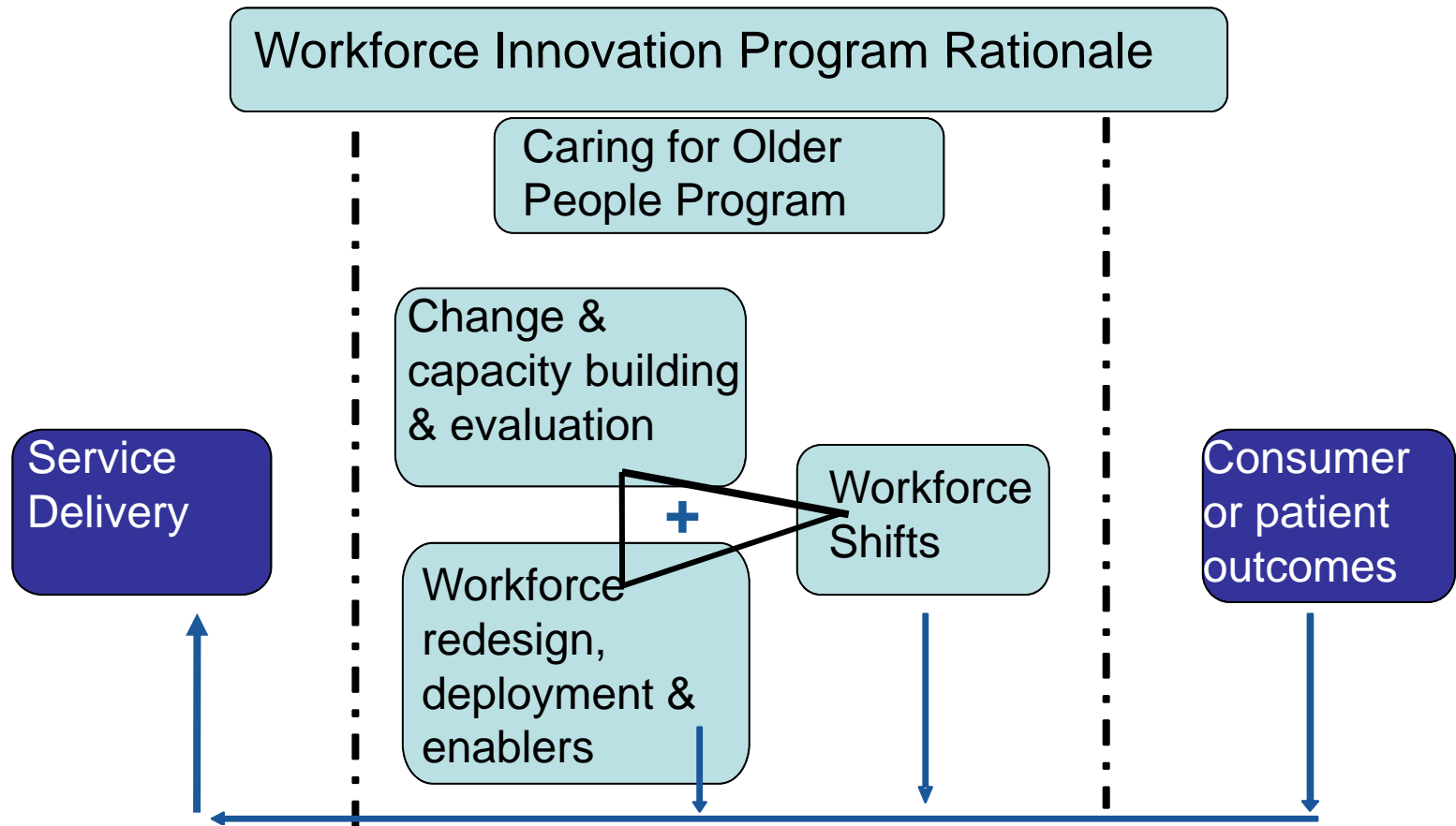
Caring for Older People program design:

- Challenges of delivering a national workforce reform program to demonstrate 'what works'
- A capacity building and learning venture

# Setting the scene

- COAG investment and policy frameworks
  - Aged demography : changing patterns
  - Workforce supply unsustainable
  - Gaps in evidence or poor uptake
  - Increasing specialisation of care, concerns re quality
- Value add through a national approach for transferrable large scale change/ workforce shifts

# Program Logic



Continuous quality improvement cycle

## Why change fails

- Implementation takes more time than allocated [76%]
- Major problems will surface that we didn't see coming [74%]
- Coordination will be ineffective [66%]
- Competing activities & crises will distract staff [64%]
- Capabilities of staff involved will be insufficient [63%]
- Training and instruction to frontline employees will be perceived as inadequate [62%]
- Things beyond our control in the external environment will adversely impact implementation [60%]

*Harvard Business Essentials 2003*

# What is the challenge ?

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Deliver large scale change that

- spans beyond individual projects, organisations, sectors, geography and disciplines,
- grapples with complexity
- is future proofed for 'next practice',
- is 'fit for purpose',
- systems
- partnership with jurisdictions
- can provide sufficiently robust demonstration/ evaluation

# Program design – the evidence

- Investment and application of

Program Logic (planning & evaluation framework)

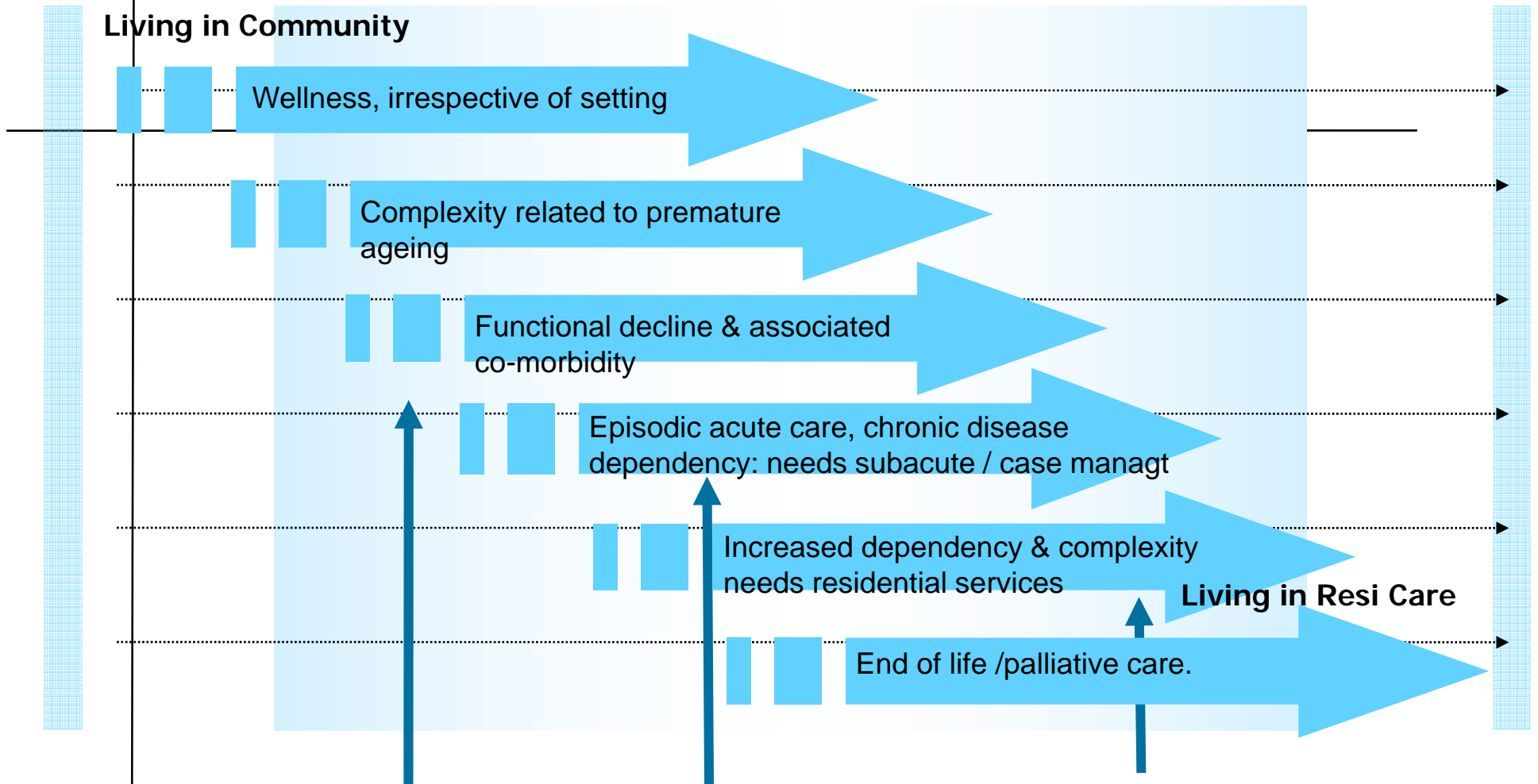
Communities of practice (collaboratives)

Change managers (coach for success & generalisability)

Capacity building (for change leadership /adaptability)

Knowledge transfer (for sustainability and spread)

# Aged Care Continuum



**Collaborative 1**

**Collaborative 2**

**Collaborative 3**

**WORKFORCE REFORM & INNOVATION ENABLERS**



# Why Workforce Collaboratives?

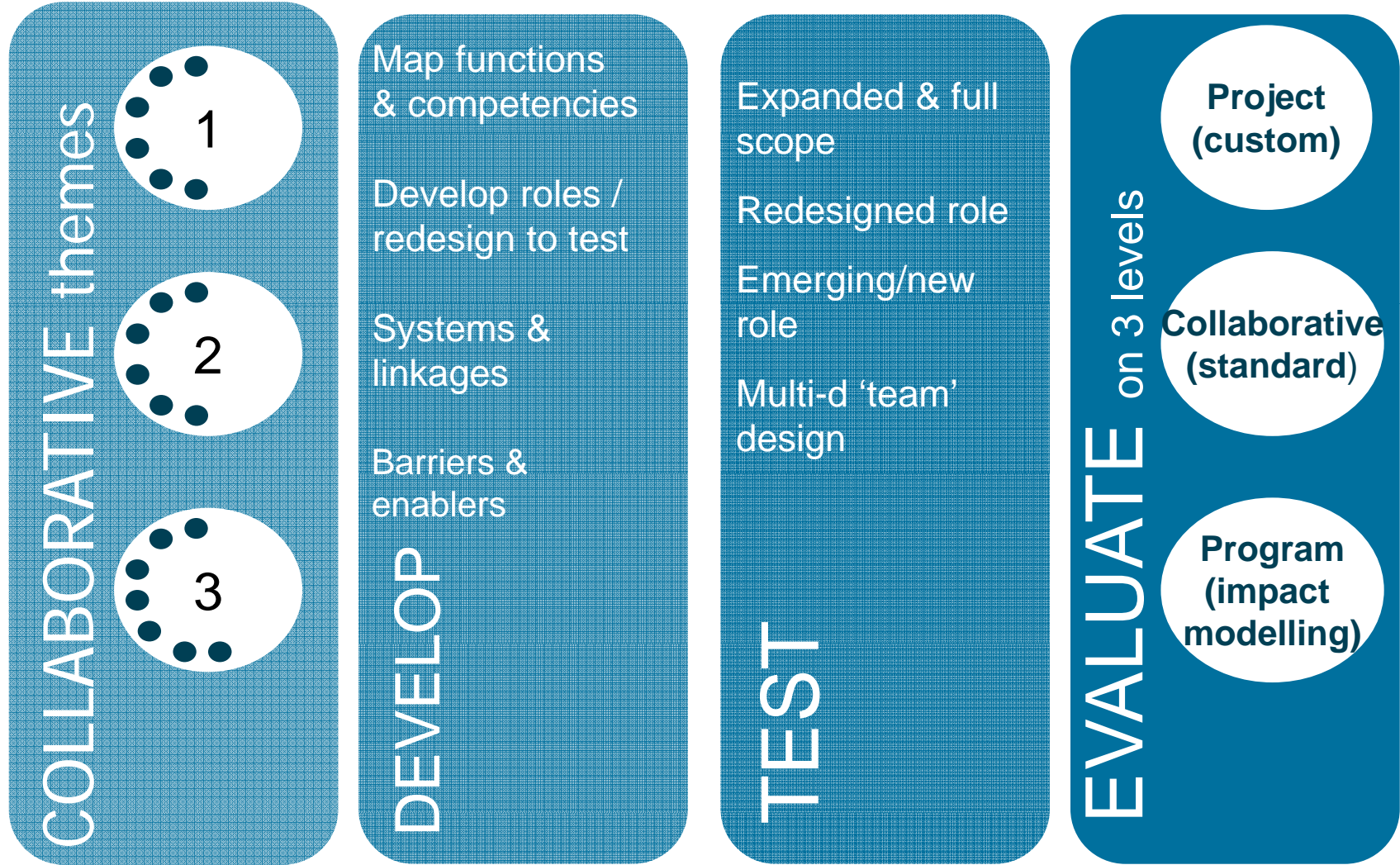
Proven method to bridge boundaries & harness diverse capabilities where small individual efforts can *add up* to create significant public value

- identify and help transfer both the 'what' and 'how'
- partnerships and networks
- adapt innovation to organisational circumstances
- learn how to think about the bigger picture
- build workforce leadership *within service teams*

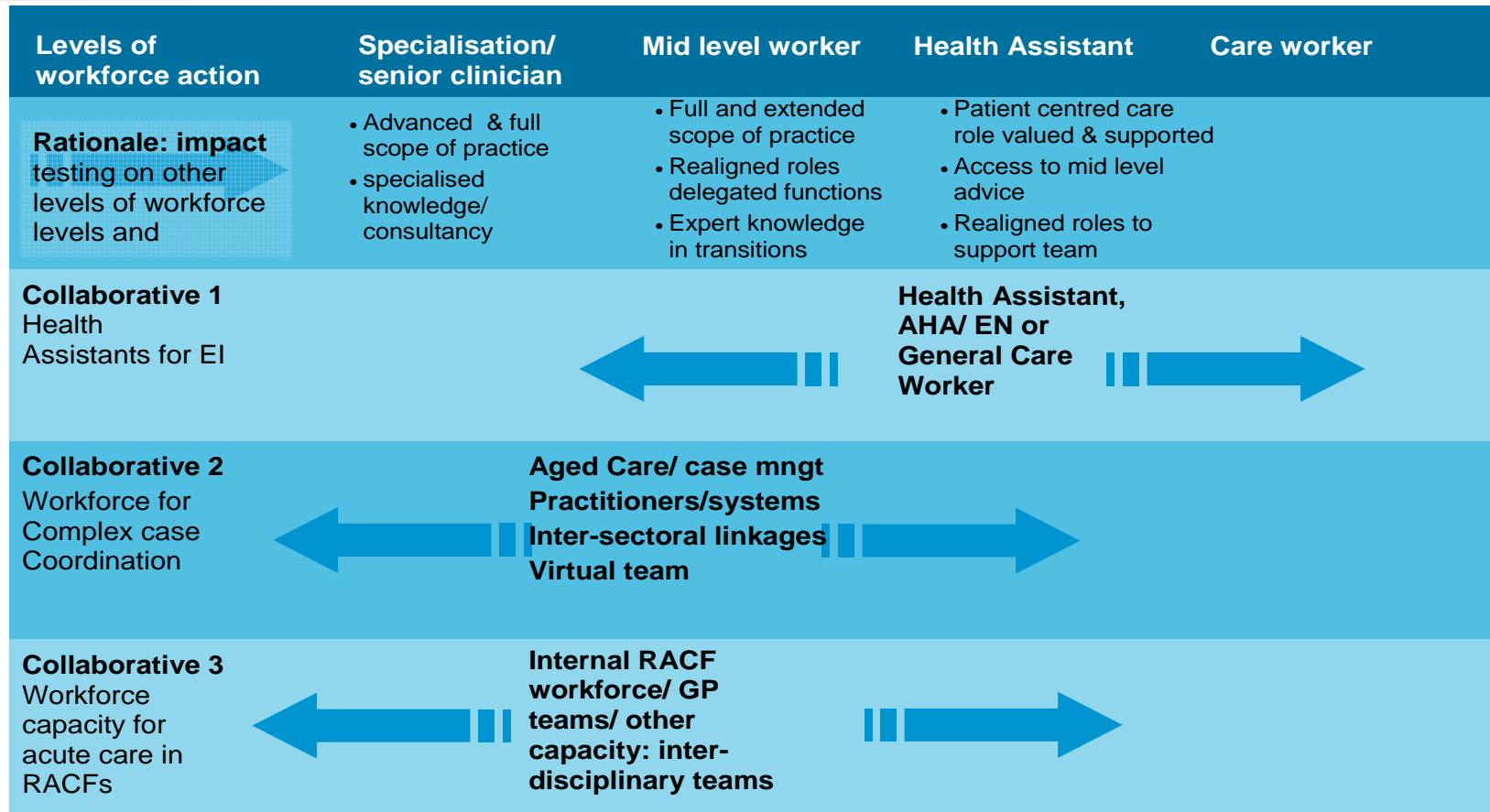
## How will the change managers work?

- Individual projects – site visits / telephone contact
  - resources, coaching, facilitation for change & project management and evaluation, trouble shooting & informed/ supported risk taking
- Collaboratives
  - 5 two day workshops for intra & inter collaborative learning, challenging, capacity building
  - group mtgs by teleconference, web enabled interchange
  - resources: templates, validated tools, knowledge exchange
  - knowledge management web page

# 3 Workforce Collaboratives



# Levels of workforce intervention



# Work and learning with the projects so far

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## Workforce expertise in service teams

- How do we prepare our service level teams for workforce learning and leadership as well as we do for clinical service redesign, continuous practice improvement, and 'Lean Thinking' etc ?

## Work and learning with the projects so far

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### Using available evidence & literature

- How do you build capacity to use the best available evidence and literature, ask the right questions and use the right methodology to answer these?

# Work with the projects so far

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## Systems thinking and reform

- What capacity do we need to build to ensure we are thinking about the bigger picture beyond the local fix?
- What are the undertows that often prevent establishing big enough innovation?
- What partnerships are essential for drawing the right system boundaries / workforce relationships?

## What I hope you'll take away

- Complex program design must have formal investment in building organisational capacity for:
  - Collaborative inter-disciplinary practice
  - Adaptability and knowledge transfer
  - Evaluation and sustainability
- Up front and continuing preparation in change capacity building and tolerance for iterative learning will pay off
- *Change is tough* & innovation has to aim at leadership from the start otherwise unlikely to be innovative enough
- Watch this space