



Workforce Innovation & Reform: Caring for Older People program Strategy, Innovation & Performance

Deborah Law

deborah.law@health.vic.gov.au

Change Champions 27 May 2011

Today's presentation approach

- Theory to practice, using CfOP as the example
- The team
- Tripartite, inter-dependent, investment in capacity building for:
 - Strategy for innovation & reform
 - Leadership for systems thinking
 - Sustainable productivity (investment in capacity building)

Challenges: complex & challenging environment

- Health in Australia has invested in massive change in the last decade; the changes have not lead to increased sustainable productivity ⁽¹⁾
- CfOP – challenges eg:
 - Traditional paradigms of working
 - Specialisation or, solutions not aligned to actual problem
 - Insufficient attention to scope and flexibility at other/ support worker level
 - Poor uptake of evidence

1. Chair Productivity Commission: Keynote address to the Annual Forecasting Conference of the Australian Business Economists, Sydney, 8 December 2010.

Complexity: Why does change fail?

- Implementation takes more time than allocated (76%)
- Major problems 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%)
- Things beyond our control in the external environment will adversely impact implementation (60%)

Harvard Business Essentials 2003

- Contexts are changing & need new modes to meet challenges

System Leadership & Governance, Innovation Unit, 2007

CfOP Deliverables

- Optimise current workforce - shifts in utilisation & deployment to improve supply and adaptability
- Workforce focus tested in evidence-based service delivery
- National roll-out plan of what works

Critical reform components

- Top down strategy & bottom up reform
- Whole of system vision + working hypotheses
- Why Innovation?
- Service & workforce are ‘2 sides of the coin’
- Grapples with complexity
- Build on evidence or capability to produce robust evidence
- Create environment for emergent and iterative thinking; challenging, build resilience
- Future proofed: for ‘next practice’

CfOP used 3 main strategies

1. Strategy for Innovation to deliver large scale, step change & better use & productivity of current workforce
2. Strategy for leadership driving systems change
3. Strategy for Investment and Capacity building for performance (sustainability)

Next Practice Innovation Model

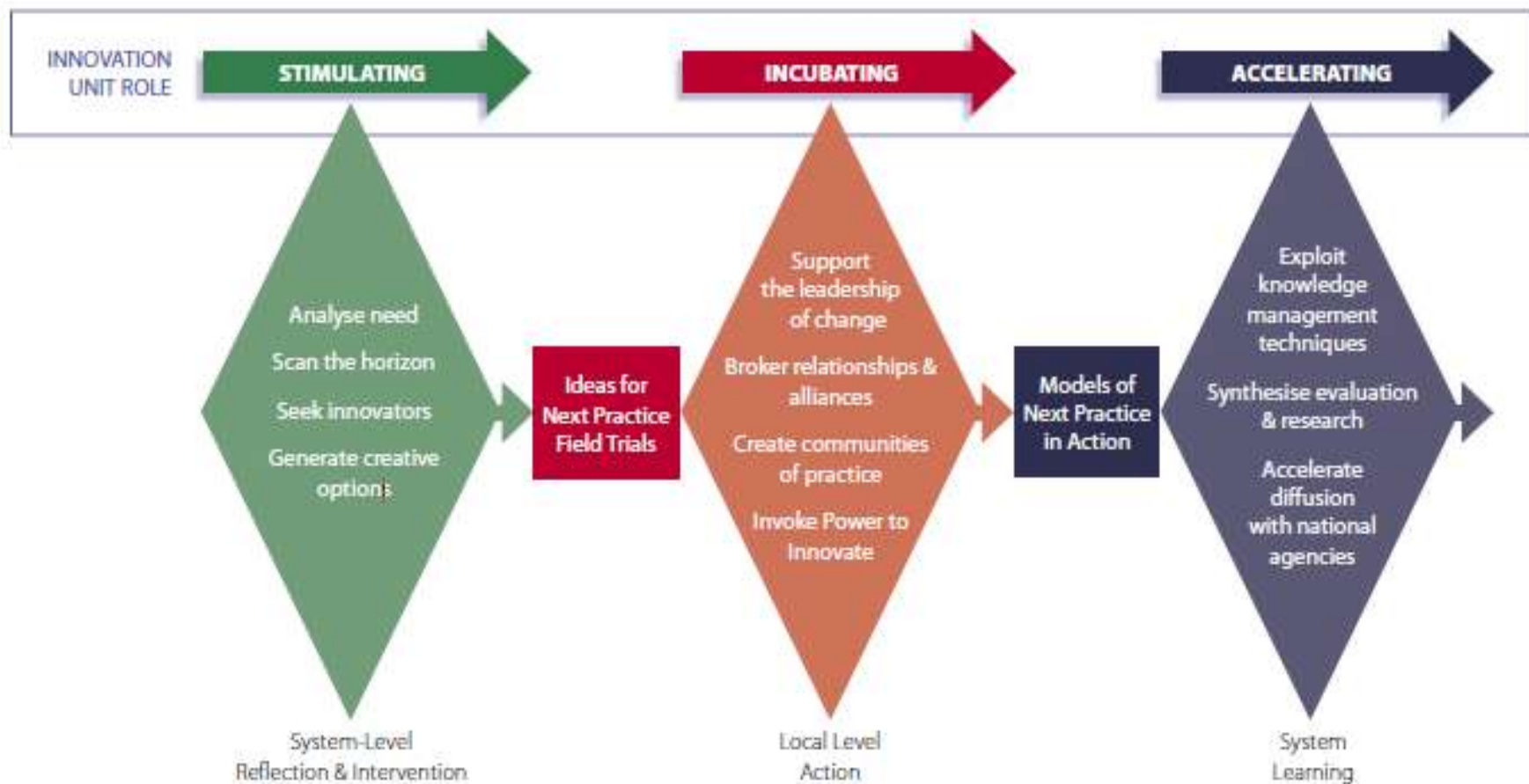


Figure 2

© The Innovation Unit (2007)

Program strategy: Sound logic, key hypotheses & investment

Program Logic (planning & evaluation framework)

Communities of practice (collaboratives; emergent practice)

Change managers (coach for success & generaliseability)

Capacity building (for change leadership/adaptability)

Knowledge transfer (for sustainability and spread)

Workforce fit for purpose (for EB service delivery)

The CfOP design

- Logic: 20 projects; 3 themed composite models; impact modelling at program level
- Our project characteristics mirrored the real world system for older peoples' journeys
- To improve performance (workforce shifts) move from theory to practice application & closed the circle with new evidence
 - both 'what to do' and '**how** to do it'
 - 'what works' and 'what does not' (& discard)

CfOP strategy key messages

- Strong logic to support rationale for design & execution
- Whole of workforce focus - for step change required; needs inter-dependent approaches
- Evidence based strategy: workforce & service delivery to drive innovation & reform
- CfOP is 'aged care' focused but is systems **leadership**
- **Capacity building** must go hand in hand to get the **how** right and be sustainable



Workforce Innovation & Reform: Caring for Older People program Leadership, Management and Supervision

Dawn Skidmore

Dawn.Skidmore@hwa.gov.au

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What does the evidence tell us about leadership, management and supervision?

- Systems thinking
- Sponsorship
- Innovation is part of management
- Leadership is important in everyone's role

Leadership, Management and Supervision

Learning to date...

- Top down strategy and bottom up reform
- Building a more receptive context for enhancement/
productivity
- Strategically influenced and engaged others
- Mastery of management skills
- Enabled and encouraged others (empowered team)

Sponsorship

- Role of sponsors
- Consequences of a missing sponsor
- Why sponsors may not be around
- Strategies for ensuring sponsor engagement

Examples of how we managed our challenges

- Overcoming resistance
- Increasing readiness for change
- Engaging clinical colleagues
- Developing sustainable change leadership at all levels
- Building capacity for supervision and support

Key Messages

- Importance of leadership in the capacity building process
- Across the whole change cycle
- At all levels and across sectors
- Local and systems leadership

Leadership for change was part of the deliberate design to ensure that the CfOP Program considered the sustainability of the lessons learned into the future.



Workforce Innovation & Reform: Caring for Older People program Creating Sustainable Change

Glenda Stanislaw

Glenda.Stanislaw@health.vic.gov.au

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We are all familiar with the ‘improvement evaporation effect’

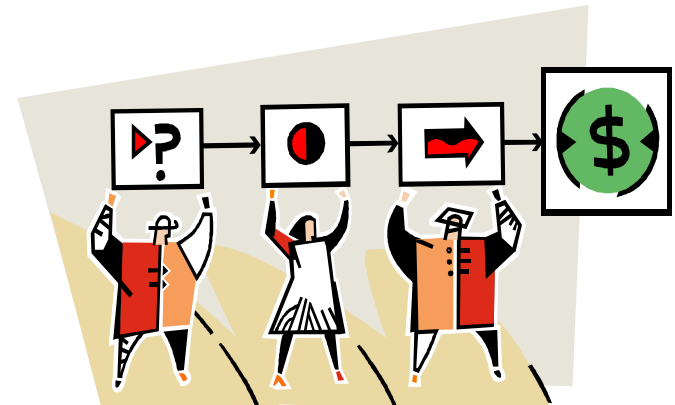
- In the NHS – 1/3 of improvement projects revert within 1 year; 1/3 maintain some changes, but not throughout the organisation; 1/3 actually achieve their change objectives.
- PWC – ‘top 200 Companies’ (10,640 projects) – only 2.5% delivered sustained results

Creating Sustainable Change

“Sustainability is more likely if the logic underpinning program implementation is sound and there is sufficient organisational capacity to support program implementation” Hal Swerissen, *Understanding the Sustainability of Health Programs and Organisational Change: A Paper for the Victorian Quality Council* June 2007

Sustainability

How do you build a 'fit for purpose' workforce - not just for today but for tomorrow?



Creating Sustainable Change

We have to ensure that the staff are:

- Flexible
- Adaptable
- ‘Change ready’

Creating Sustainable Change

Flexible – *capable of being stretched without injury or damage*

CfOP worked with project staff to work to ‘full scope of practice’ by providing:

- **Mentoring/coaching** – including experts ‘on call’
- Creating **shared tools, processes, and definitions**
- Identifying & providing the right **training** (fit-for-purpose)
- Involving stakeholders in the process

Creating Sustainable Change

Adaptable – *capacity to learn, adapt, and change (resilient)*

We supported staff to:

- Find & analyse **the evidence** for ‘best practice’ service delivery
- **Process map** the client journey – from the client’s view to design the optimal workforce response for ‘earlier intervention’ or better health & well-being outcomes

Creating Sustainable Change

‘Change ready’ – *ready to change to meet the next challenge or need*

We worked with the staff to understand and work through change processes (change management training)

The process was iterative... and took place in the midst of other massive reform processes... but was designed to provide some control throughout the project to enable staff to adapt to the required change by using a collaborative approach.

Where is the evidence?

- We asked each team to undertake basic team functionality scoring (both pre- and post- project) to identify the changes in individual & team capacity.
- We also asked projects to keep journals & to write a case study incorporating their reflections and results of the PDSA* cycles undertaken. *(plan/do/study/act)

Creating Sustainable Change

2. Communication across the organisation to sustain the involvement of the 'champions'
 - *A communication plan matched to key stakeholders*

3. Ensure that the 'systems' have changed to support the changes and to make it 'easy' to continue the change across the organisation
 - *Aligned to the organisation's strategic directions*
 - *Properly resourced*
 - *Reflected in policies, procedures & job descriptions*

Key Message

“Improvement programmes will only succeed if the same effort is put into their sustainability as their launch.”

Health Service Management Centre 2002

Thank you!

The Caring for Older People program Team

Contact at www.hwa.gov.au/work-programs/workforce-innovation/caring-older-people-program

Questions?

