



*Community Rehabilitation Workforce Project*

New ways of working...  
Developing the Role of the Support  
Workforce in Community  
Rehabilitation

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**Community Rehabilitation Workforce Project**



# Outline

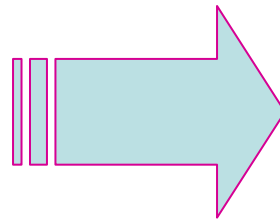
- Project Background
- Workforce redesign - advanced support staff roles
- Process used at the Northside HSD pilot site
- Training- supervisors and assistants
- Evaluation
- Future directions





## *Community Rehabilitation Workforce Project*

- Workforce shortages
- Advancing technology
- Increasing consumer expectations
- High workloads
- Aging population



New & innovative models of service delivery to meet future rehabilitation needs

including

Workforce redesign to optimise the use of professional, assistant and support staff



# Background

## Community Rehabilitation Workforce Project (CRWP)

- Commonwealth Pathways Home Program
- Funding June 2005 - June 2008
- Aims to facilitate a greater focus on the care and services provided during the transition from hospital to home
- Includes funding specifically for workforce development
- Funding is for government and non-government organisations



## Key Initiatives

- Competencies Audit
- Staff Training and Development
- University Curriculum Development
- Interdisciplinary Student Placements
- Scholarship and Research Schemes
- Advanced Community Rehabilitation Assistants (CRAWP)



## AIM

- To optimise the capability of the current and future community rehabilitation workforce
- by...
- Exploring opportunities to support and train community rehabilitation support staff at an assistant level to participate in CR
- resulting in...
- New models of service delivery to meet future rehabilitation needs



# Informing project scope and roles

- **Literature Review** of the Utilisation of the Support Workforce in Community Rehabilitation
- **Audit** of the Training and Education Needs of Staff Working in Community Rehabilitation
- **Key Learnings** from other projects
  - NHS Modernisation Strategy
  - Better Skills, Best Care, DHS Victoria



# CR Competency Domains

1. Frameworks of Understanding
2. Networks and Teams
3. Cultural Awareness
4. Holistic Focus
5. Consumer Engagement
6. Service Continuity
7. Reflective Practice
8. Community Engagement
9. Boundaries and Safety
10. Systems Advocacy



# Process of developing the roles

Workforce re/design process in 5 pilot sites representing -

- metro, provincial, rural & remote areas
- government & non-government organisations
- existing OO2/3 assistants & no previous support staff
  - Roma
  - St George
  - Northside HSD
  - Cairns
  - Spiritus Community Care



# Process

- Dedicated local resource – part time project officer
- Locally driven = local ownership
- Look at current services, gaps and needs analysis
- Extensive consultation - focus groups, interviews



*Community Rehabilitation Workforce Project*

# Service Mapping & Planning Process – Northside HSD

**Look at current services and gaps**



**Identify tasks involved to deliver above services  
and competencies**



**Implement change management process  
around professional issues, benefits & boundaries**



**Focus groups to brainstorm what could be done  
differently, delegated or reallocated**





**Re-map service provision with assistant roles**



**Document new assistant role and  
any changes to other roles**



**Determine education and training needs**



**Determine governance including clear supervision  
and award structure**



**Recruit assistant staff and trial roles**



**Evaluate impact on service, client,  
professional, assistant**



## Governance

- Unregulated workforce
- Review of code of conduct & ethics documents
- Review of standards of practice for
  - assistants working in CR, and
  - supervisors
- Supervision and reporting



# Change management package

- Powerpoint presentations, facilitated discussion questions
- Addresses issues such as –
  - Role ambiguity and role definition
  - Workforce issues
  - Training for assistants
  - Professional role protectiveness & trust
  - Accountability & delegation



## Industrial & HR considerations

- Extensive consultation with Public Hospital Oversight Committee (PHOC)
- Consultation with District Consultative Forums (DCF's)
- Consultation with professional bodies
- Liaison with HR



## Purpose of the Advanced Community Rehabilitation Assistant Role

- To **support and assist clients** to participate in rehabilitation, by providing rehabilitation services based in the community
- To **assist allied health and nursing professionals** in the delivery of rehabilitation programs in community based settings
- To **function individually**, and as a **member of the multi-disciplinary team**, with **supervision** from a qualified professional



## Example roles & responsibilities

- **Information gathering for assessment under guidance**
  - including independent administration of selected screening tools
- **Independent home and community visits to implement, monitor and ensure safety of rehabilitation or therapy plans**
  - established by the supervising professional
- **Work as a member of a multi-disciplinary team**
  - including contributing to case conferences



## Example roles & responsibilities

- **Work with clients, their families and carers to carry out functional daily activities (eg. activities of daily living, gardening, leisure activities)**
  - **as identified in the client's rehabilitation plan**
- **Assist in supply of, and instruct and monitor clients in the fitting and use of prescribed equipment**
  - **including review of minor home modifications**



## Example roles & responsibilities

- **Lead or co-lead community based group activities and educational programs to meet individual client, family or carer goals**
  - **under guidance of treating health professional**
- **Advocate for clients, their families and carers, including assist clients to navigate the health care system**
  - **including completing forms**



# Example roles & responsibilities

## Duties Do Not Include:

- Diagnosis or Discharge
- Independent administration and interpretation of assessments
- Independent referral to a health provider outside the multidisciplinary team
- Provision of interpretive information to staff, clients, their families and carers
- Independent development or modification of a rehabilitation plan



# Training

- (i) Certificate IV Allied Health Assistance with Community Rehabilitation competencies**
  
- (ii) Working with the ISC - CR competencies & National Training Framework**
  
- (iii) In-house training**



## **(i) Certificate IV Allied Health Assistance – Community Rehabilitation**

- Based around CR competency domains
- Sunshine Coast TAFE
- 60 fully funded positions, including travel subsidy
- Over 110 applications received with 40 QH & 20 NGO funded
- 2 VCs, one 5 day workshop in 4 locations around the state, and flexible delivery



## Core Units

- HLTHIR402B      Contribute to **organisational effectiveness** in the health industry
- HLTHIR506B      Implement & monitor compliance with **legal & ethical** requirements
- HLTOHS300A      Contribute to **OHS** processes in the health industry
- HLTIN403B      Implement and monitor **infection control** policy and procedures



## Allied Health Units

- HLTAH407A Assist with the **rehabilitation** of clients (ICF)
- HLTAH408A Assist with the development and maintenance of client **functional status** (ICF)
- HLTAH409A Conduct **group sessions** for individual client outcomes
- HLTAH410A Support the development of **speech & communication** skills
- HLTAH402A Assist with **physiotherapy** treatments and interventions



# Community Rehabilitation Units

- HLTHIR403B Work effectively with **culturally diverse** clients & co-workers
- CHCNET4A Work with other services (**networking**)
- CHCAD1C **Advocate** for clients
- CHCDIS6C Plan and implement **community integration**
- CHCAC6C Support the **older person** to meet their **emotional and psychosocial** needs
- CHCORG28A **Reflect** and improve upon professional practice



## **(ii) Community Services & Health Industry Skills Council Project**

- Integration of CR competencies into National Training Framework
- National Industry Reference Group has been formed and met in October
- Scoping report being finalised. Options include -
  - New CR units of competency in the Certificate IV in Allied Health Assisting (Health Training Package) and/or
  - New CR units of competency in nursing qualification (EN) (Health Training Package) and/or
  - New CR qualification in the Community Services Training Package



## (iii) In-house training

- Topics identified in consultation phase
- Work in progress that will be a sustainable resource past the project
- Topics include –
  - Documentation
  - ICF
  - Computer skills
  - Accountability / professional boundaries
  - Confidentiality
  - Prioritising / managing workload and multiple demands



# Training for supervisors

- Basics of clinical supervision for medical, nursing and AH staff supervising assistants
- 2 hour online module
  - **Accountability**
  - **Responsibility**
  - **Delegation**
  - **Boundaries**
  - **Supervision models**
  - **Assessing competency**



# Evaluation

- Client's experience of having assistant involved in care - semi-structured interview
- Professional's experience of working with Adv CR Assistant and any resulting changes in practice - semi-structured interview
- Assistant's experience in the role - daily diary, semi-structured interview
- Assistant's knowledge and understanding of community rehabilitation competencies - quantitative pre- & post-questionnaire



## Future directions

- Practice or competency standards for assistants working in CR = stronger clinical governance
- QH
  - Ongoing funding for pilot roles
  - Liaison with QH Corporate and Area Health Services re: future service planning and development to identify where roles may best fit for state-wide rollout
- Spiritus
  - Business cases to funding bodies
- Increase scope across continuum
- Develop and deliver training for new national qualification



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