

## MODELS of CARE TOOLKIT

### **How do we implement a new model of care in our workplace? Practical advice from others who have first-hand experience of this process.**

Nurses at Bankstown-Lidcombe Hospital recently trialed and evaluated a variation of team nursing in two wards at Bankstown-Lidcombe Hospital. Two additional wards volunteered to act as 'control' wards and did not change the way they organised their care. The study was rigorously evaluated by the Centre for Applied Nursing Research at South Western Area Health Service/ University of Western Sydney using a before and after comparative design. Nurses on all four wards completed identical baseline and follow-up questionnaires comprised of validated measures. Results from the study currently are being analysed and a manuscript is in preparation for publication in the nursing literature. The following tips may assist other groups implement new approaches to care in their clinical areas.

- Ensure you have the support from your Director of Nursing
- Ensure you have the support of all managers associated with the clinical areas where the change will be implemented. Engaging the relevant NUMs and the ward/ unit staff is essential
- Form a group of clinicians and managers who will oversee the change
- Ensure all groups of nurses (RNs, ENs and AINs) are included on the working group as changes to the model may have different implications for each type of nurse. If other groups of professionals may be affected by the change, remember to include them in your consultations.
- Be inclusive ie let any staff member who is interested be involved regardless of seniority
- Ask volunteers from the working group to prepare a summary about one model of care each, outlining principles of the model, the advantages, disadvantages and perceived barriers to implementation in their wards/ units
- Decide on which model(s) are to be implemented in which areas involving staff from the relevant wards/ units
- Design an education campaign for ward/ unit staff
- All staff including night staff, nurse managers and after-hours nurse managers must receive education about the change. It is critical to the success of your initiative that they are informed
- Design a protocol to support the ward/ unit nurses during the initial implementation period
- You will need a dedicated person to oversee the change – this is essential to provide support to the ward/ unit staff
- Create a mechanism for nurses to provide feedback to the managers and project organisers during the implementation process about what is working well and importantly what is not working well
- Negotiate a set start-date and the date the model will be reviewed
- Work out how you will decide whether the change has been successful and whether it will be continued in your ward/ unit and/ or implemented in other areas

#### **Box 1: Tips from the Bankstown-Lidcombe Hospital Models of Care Study**

- BEFORE you begin, design the evaluation. If you do not evaluate the change, it is not possible to demonstrate the benefits or disadvantages of the new approach
- Seek advice from researchers experienced in this type of evaluation BEFORE you change work practices
- Remember, evaluation of a model is time consuming and resource intensive, for example you may want to run focus groups or survey the staff. You will want to consider 'up-front' who will run the focus groups, who will enter the data, who will analyse the data and who will write the final report and their experience and qualifications in undertaking these responsibilities. You may also need ethics committee approval to undertake the evaluation.

**Box 1: Tips from the Bankstown-Lidcombe Hospital Models of Care Study  
(continued)**