

VOLUME 3, ISSUE 2 - DECEMBER 2011



2011 - A YEAR OF CHANGE, GROWTH AND SUCCESS

At this time of year it is not unusual to reflect on all that has happened in the previous 12 months – and what a lot has happened! The number of units now engaged in EOC is outstanding. In previous years we have noted a not unexpected slowing of activity over the winter months but not in 2011. Combined with the structural changes the continued engagement and work speaks volumes for the commitment of all staff engaged in EOC. Congratulations to all concerned.

Welcome also to the new (and continuing) coordinators based in the Local Health Districts. You provide critical support within the LHD and I hope to meet you over the coming months.

I don't think any of us predicted the response that the publication of Cultures that Care has received. The response has been very positive and I hope to see more stories from those engaged in EOC in the next issue. It is great to see such wonderful examples of improving care for patients and enabling nurses, midwives and our colleagues in other professions to deliver care in a positive environment working together.

I would particularly like to recognise the work that the team associated with my office here in the Ministry undertake – Jocelyn Guard and Jacqui Cross and earlier in the year Karen Bowen have done wonderful work. Also Claudia Green and Deb Higgs who spend much time travelling around the state providing support to local coordinators. Pauline Bergin also provides support similar to Claudia and Deb and pulls together the Newsletter which enables all to share and learn from each other throughout the year. Thank you to all the team.

In closing thank you to all of you engaged in EOC and may you have a safe and enjoyable Christmas and New Year.

Debra Thoms,
Chief Nursing and Midwifery Officer



STATEWIDE EOC PROGRAM UPDATE

**by Jacqui Cross, EOC Program Manager, NaMO
& Jocelyn Guard, EOC Project Officer, NaMO**

Well, isn't it hard to believe we are coming to the end of 2011 - another huge year for EOC with a total of **579** wards, units & teams now engaged in the program across the state. This has all been achieved during transition from 9 Area Health Services to 17 Local Health Districts and Speciality Networks; worthy of congratulations to all involved in EOC for their tremendous effort.

We would like to welcome aboard our new EOC LHD Coordinators, 13 new to the role and 29 in total across NSW; we look forward to working with you all in the coming year. The EOC Coordinator is a vital role for the support of both facilitation development and local leadership, along with the LHD Executive, to enable effective implementation of the program.

We had a very successful statewide showcase presented in June and the publication of the first edition of "Cultures that Care". Both have been used as mediums for teams engaged in EOC to share their stories and experiences; if you would like a copy of "Cultures that Care" please contact your local coordinator. Next year's showcase is on Friday 8th June at Australian Technology Park.

In October EOC went live on the Australian Resource Centre for Healthcare Innovations (ARCHI) website: www.archi.net.au The site provides comprehensive information about EOC and Practice Development (PD) as well as a feature that enables you to upload and share stories.

Reflecting on the past year, a few key learnings have emerged that we will continue to focus on over the coming year;

- Engagement of the clinical leadership team and the facility executive team is vital to the sustainability of the program. EOC is about all of the team being engaged in the process and while we have emphasised the roles of the clinical staff we cannot forget the important role that clinical leadership play.

- We have a large percentage of the teams engaged in the preparation phase of the program and we need to ensure that they have enough support and resources to move them through the process. The main focus of the coordinators and facilitators will be on supporting these teams, before bringing more teams on board.
- Sharing experiences and stories, as well as celebrating our successes can greatly increase interest and engagement of others - so keep them coming.

We look forward to working with everyone over the coming year and wish you all a Merry Christmas and Happy New Year!



PRACTICE DEVELOPMENT SCHOOL FOR A LOCAL HEALTH DISTRICT

In early October 2011 a Practice Development School, focusing on EOC, was held in Nepean Blue Mountains & Western Sydney LHDs.

Participants were invited from teams engaged in or interested to implement EOC in their units. It was a great opportunity for staff to immerse themselves in PD methodology and approaches.

Thirty-five nurses participated with 8 facilitators using a co-facilitation model to explore many aspects of PD and link to the phases and processes of the EOC Program. The facilitation team was challenged and supported by all involved leading to a week of significant learning for both participants and facilitators.

Unlike previous schools, this one occurred over 4 full days with a 4 hour introduction in the weeks prior and a 2 hour presentation of learning by participants 6 weeks later. The presentations, all very creative and comprehensive, demonstrated not only the learning that occurred during the 4 days of school, but the learning that continued in practice in the weeks following.

Thanks go to Liz Eglington and Mary-Brigid Naylor for organising the school and to the LHD DNMs and staff for supporting it.

Next Practice Development School is in Sydney (Mary McKillop Place, North Sydney) on 5 – 12

March 2012. For details and to register, contact Rose Ferris at Sydney Children's Hospital Practice Development Unit: 02 93821784 or rose.ferris@sesiahs.health.nsw.gov.au



NEWS AND STORIES FROM LOCAL HEALTH DISTRICTS

NEPEAN HOSPITAL INNOVATIONS FORUM

by Nicola Drayton, EOC Coordinator NBMLHD

Nepean hospital staff, who commenced EOC in 2008 and now have 20 units engaged, presented at their Nursing Innovations Forum in Sept. The following quotes highlight some of the achievements gained through the process of EOC.

"Identifying staff who demonstrated leadership qualities, respect and enthusiasm amongst the nursing team were the key in identifying facilitators for the implementation of EOC."
Shirley Hammond, Antenatal Ward MUM

Having transferred to a new ward... "EOC has assisted me in getting to know the staff and feel like a contributing member of the team. I am passionate about EOC and look forward to working with my new team". Denika Reddy, Ambulatory Procedure Centre.

"Supporting one of our wards has elevated my passion for nursing. I believe EOC is the way forward for our patients". Lindy Ryan, CNC IC.



"...the opportunity to observe and reflect ... has raised awareness of our practice, and given us a voice to make some changes. I have gained professional development opportunities and use practice development as a way to engage with all

staff". Angela De Koster, RN Cardiology.

"Today I judge my patients less harshly, every patient is somebody's best friend, somebody's child or loved one. In fact, it is only by the grace of God that we are the care giver rather than the patient. Our patient care is a gift, and it is for us to use that gift with intelligence and compassion"
(Samantha Heavin 2011).

INTRODUCING EOC AND ENGAGING STAFF AT GRAFTON BASE HOSPITAL

by Christine Peterson, RN Level 1 GBH

Many years ago I was preceptor for some of the first Uni students who came to hospitals for their practical component. Preparation for reception of these students was inadequate resulting in environments that were ill-equipped and a lot of work to turn our hospitals into learning centres enjoyed by both staff and students.

Having been introduced to Essentials of Care and struggling a little with new terminology I knew the initial presentation had to be done in a way that would engage staff; it had to be fun, something they would remember and want to be a part of.

So I took the manual to the beach, read and reread it and waited for inspiration. I had great support and input from my fellow facilitator Craig, who had a far better grasp of the concept, so I concentrated on the initial recruitment of enthusiasts.

Knowing we would have some opposition we ran with a "Tear Down The Walls" theme. We suspected Essentials of Care would be seen as a boogiemanager, so for our introduction I dressed up as a boogiemanager. We remembered doing things similar to EOC in the past albeit called something else, so Craig dressed up as a ghost from the past. We played the song which implores us to Tear Down The Walls, and proceeded to tear down paper brick walls we had erected. We then stripped off our costumes to reveal not monsters, just ordinary nurses ready to implement EOC. Staff were busy laughing at us & their mood was great when we started the introduction to EOC.

Encouragement is ongoing but everyone remembers the key messages of the presentation, which was our objective.

Since its introduction in August 2011, staff have willingly participated in identifying our shared values and several staff have volunteered to undertake assessment training. Level 1 staff's perception is that we provide a great service to our patients and staff enjoy working here. We look forward to testing our assumptions!

REFLECTING ON 2 YEARS OF EOC

by Chanel Connor and Brigid Bargaro, EOC Coordinators, Sydney LHD

Royal Prince Alfred Hospital Neurosciences ward has been involved in EOC since Feb '09. Through critical reflection and discussion, here's what staff had to say:

The Team's Experience of EOC:

Encouraged, working collectively to meet goals increases staff satisfaction leading to better patient care. More enabled to make changes.

Challenges:

Engaging staff and overcoming resistance, dealing with differing opinions, openness of individuals in the team and getting staff together.

Key Learning:

"We can do it!"

When we think critically "the sky's the limit."

Importance of active listening (to patient's needs), collaboration and communication.

Changes in workplace culture & environment:

Better continuity of care, more effective team nursing, improved attitudes - empowered, opinions listened to and taken on board.

Shared objective; to improve quality of care.

OUR IDEAL WORK ENVIRONMENT

... a poem by participants at the September 2011 Royal North Shore Hospital EOC Facilitation Development Workshop

Our ideal ward is a wonderful place,

Clean and inviting with plenty of space,

Where patients and staff show mutual respect,

High standards of care with no signs of neglect,

Good Humour abounds - stress levels are low,

Continue to learn and encourage to grow,

This ward sounds ideal, these values we share,

Focussed & centred around good patient care.





REFLECTIONS POST PD SYMPOSIUM

by EOC LHD Coordinators: Catherine McDonald, Murrumbidgee & Kathy Chapman, North Sydney

The 2nd Australian PD Symposium & Roundtable was held at Wollongong University in October. The following is a summary of reflections from 2 of the EOC Coordinators who participated.

Socratic Dialogue - more than a nice chat!

I made a conscious choice to join a group with people I didn't know, away from the safety of colleagues. I remained mindful throughout the day of my contribution to our Ways of Working: 'willing to be challenged and to actively participate'. Because I was not familiar with the term Socratic Dialogue I thought it would be a great opportunity to learn more.

Upon reflection I began to wonder if I'd missed a vital clue in the title; I had failed to consider that the term might be referring to Socrates, Plato's teacher, and one of the great philosophers. This was going to be challenging! I was considering going back to our 'Ways of Working' at this point to add 'choosing to sit this one out'.

I was again given the opportunity to experience the generosity that exists in the PD world - those who are experienced are so willing to contribute to our learning by sharing knowledge and experiences and are so very supportive and gentle in the way they do this. I feel very fortunate and grateful for this experience.

My understanding now is that Socratic Dialogue is a form of questioning that moves away from the superficial and goes deeper into exploring an issue. It's engaging, with a highly experienced facilitator in a supportive group, in more than critical questioning but in rigorous enquiry, to unravel values, assumptions and issues.

I'm certain that over time, if I continue to accept challenge, my knowledge, not only of Socratic dialogue but of so many topics will grow, my confidence will increase, my curiosity will grow and I will be better able to support others through their challenges and in their learning.

A raft of effectiveness!

Following a day of high challenge but high support by an unprecedented group of Practice Developers I had a vision for an Active Learning Raft in the context of a ward/unit:

My Active Learning Raft is made up of several pontoons bound together by our common Values, Beliefs and Strengths.

It has space for quiet reflection as well as a space for facilitated critical discussions with all team members; we often listen to stories of what it's like from another's perspective. Pre-judgements and assumptions diminish. This place is fun and dynamic.

Everyone is encouraged to utilize the intelligence they learn best by and facilitate learning big or small. The raft can be moved to where the learning is most effective. Everyone is helped onto the raft by the team. Thinking outside the square is valued. All multidisciplinary teams come on board on a regular basis to facilitate learning and a voting system is used capturing originality and effectiveness.

The patients are the important active facilitators of learning. The direction it's heading is mainly determined by critical reflection, our patient's perspective, evaluation of our outcomes and our passions. And it needs to be anchored in the context of our ward / unit.

Its name is the same as its intent; the "Flourish and Thrive" raft.



THE ROLE OF THE NURSING UNIT MANAGER IN EOC

Tammy Tautai and Sue Samuels were both Nursing Unit Managers (NUM) in units implementing EOC. Both are now Coordinators of EOC in Local Health Districts (LHD) and can reflect on the role of the NUM in the EOC Journey.

Throughout all phases, the NUM is in a position to facilitate, promote and encourage all the principles and passion of the EOC journey in the team.

When staff are invited to engage in discussions, a collaborative decision must be made as to

whether the NUM actively participates in these and, if not agreement must be reached about how they will be involved and kept informed about progress.

The NUM is in a position to enable each staff member to feel valued in every contribution they make towards positive change and to build staff confidence in collaborative decision-making and team work.

Some aspects may be confronting for the NUM particularly if they are of the belief that their unit is performing, and staff are content and happy. But it can be an opportunity to gain insights into what the team really wants, how it is really functioning and what support they need.

The NUM can help the team to decide who will take on the role of facilitator. A staff member who is committed to practice development and has a great rapport with staff on all levels is vital. This staff member needs to be highly motivated, engaging and committed to a high standard of patient care. The NUM can support, encourage and enable facilitators to further develop skills.

In reality, with many competing challenges it is easy to get sidetracked away from EOC. The facilitator role is a crucial component in enabling EOC and needs the day to day support of the team.

NUMs can enable time for reflection, critical discussion, meetings, data analysis and action planning, through creative rostering, whilst continuing to meet the needs of the unit.

The NUM is a pivotal role in the EOC journey and can provide the necessary support to their team to help them along an important journey that improves both the patient and staff environment and journey.



DATES FOR YOUR DIARY:

Add these important dates to your 2012 diary:
5 - 12 March, International Practice Development (PD) School at Mary McKillop Place, North Sydney. For information and to register contact Rose Ferris, Sydney Children's Hospital on 02 93821784, rose.ferris@sesiahs.health.nsw.gov.au

Friday 8th June, Essentials of Care Showcase at Australian Technology Park.
Contact Erin O'Brien on 02 9424 5941 or email eobri@doh.health.nsw.gov.au



IMPORTANT CONTACTS:

More information about the Program is available on the NSW NaMO website at:
<http://www.health.nsw.gov.au/nursing/projects/eoc.asp>

EOC Program Manager: Jacqui Cross -
jcross@doh.health.nsw.gov.au

EOC Program Project Officer: Jocelyn Guard –
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EOC Facilitation and Support Team:
Claudia Green – Claudia.g@chw.edu.au or
claudia.green@health.nsw.gov.au

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See table 1 on page 6 for LHD EOC Coordinator contact details.

Write details for your local EOC facilitators and other contacts here:

Wishing everyone a very Merry Christmas and a safe, happy and healthy New Year!



Table 1 Local Health Districts EOC Coordinators and Contact Details

| Local Health Networks | Coordinator(s) | Email |
|---|--------------------|--|
| Murrumbidgee | Catherine McDonald | Catherine.mcdonald@gsahs.health.nsw.gov.au |
| | Kerry Sandral | kerry.sandral@gsahs.health.nsw.gov.au |
| Southern NSW | Helen Pratt | Helen.pratt@gsahs.health.nsw.gov.au |
| | Brigid Ryan | Brigid.ryan@gsahs.health.nsw.gov.au |
| Western NSW | Kathy Teague | Kathy.teague@gwahs.health.nsw.gov.au |
| | Tammy O'Connor | Tammy.O'Connor@gwahs.health.nsw.gov.au |
| Far West | Kelly Dart | Kelly.dart@gwahs.health.nsw.gov.au |
| Northern Sydney | Kathy Chapman | KSChapma@nscchahs.health.nsw.gov.au |
| | Sue Strachan | sstrach@nscchahs.health.nsw.gov.au |
| Central Coast | Lucia Luperdi | LLuperdi@nscchahs.health.nsw.gov.au |
| Western Sydney | Tracy Naidoo | Tracy.naidoo@swahs.health.nsw.gov.au |
| Nepean Blue Mountains | Nicola Drayton | Nicola.drayton@swahs.health.nsw.gov.au |
| Justice & Forensic Health | Debra Pittam | Debra.pittam@justicehealth.nsw.gov.au |
| Northern NSW | Lily Fenech | Lily.fenech@ncahs.health.nsw.gov.au |
| | Sue Samuels | Suzanne.samuels@ncahs.health.nsw.gov.au |
| Mid North Coast | Joanne Rowley | Joanne.Rowley@ncahs.health.nsw.gov.au |
| | Louise Harper | Louise.harper@ncahs.health.nsw.gov.au |
| South Western Sydney | Robert Bavcevic | Robert.bavcevic@sswahs.nsw.gov.au |
| | Tammy Tautai | tammy.tautai@sswahs.nsw.gov.au |
| Sydney | Chanel Connor | Chanel.connor@sswahs.nsw.gov.au |
| South Eastern Sydney - Mental Health | Cailin Lowry | Cailin.lowry@sesiahs.health.nsw.gov.au |
| | Natalie Cutler | Natalie.Cutler@SESIAHS.health.nsw.gov.au |
| St Vincent's Hospital | Brian Tait | btait@stvincents.com.au |
| Illawarra Shoalhaven | Rosie Watson | Rosemary.watson@sesiahs.health.nsw.gov.au |
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| | Di Targett | di.targett@hnehealth.nsw.gov.au |
| Sydney Children's Hospital | Helen O'Grady | helen.ogrady@sesiahs.health.nsw.gov.au |
| Children's Hospital Westmead | Jane Tinsley | PatricT2@chw.edu.au |