

**EOC GETS A NEW STATE LEADER!**

Welcome to the second issue of the Essentials of Care Program Newsletter. We can look forward to a busy year with the continued roll out of the program across the state.

It was with mixed feelings that I saw Anna Thornton leave the position as statewide leader of the Program in December last year. Through Anna's leadership the Program was elevated to a position of priority and significance amongst health leaders and clinical staff alike. Her enthusiasm for the Program and her ability to enlighten staff at all levels about its benefits were invaluable. She contributed greatly to getting the Program up and running, an important but difficult task with any program. At the same time I am very pleased for Anna as she takes up a position as Deputy General Manager – Nursing and Midwifery, at Canberra Hospital and I wish her every success in her new role.

In January we welcomed Jacqui Cross into the statewide leadership position. She has been busy ever since getting familiar with the Program, meeting with leaders and facilitating workshops. Jacqui brings vast experience in health services management, practice development, leadership development and facilitation, and will be a great asset to the Program. She shares the same enthusiasm and belief in the Program that so many of us involved have, a feature that keeps me reassured about the value of this Program and its ability to help nurses and midwives improve their work and patient care. Jacqui will be supported by Samantha Faithfull, Project Officer for EOC and Take the Lead.

I hope you enjoy this issue which gives you an update on the rollout to more Area Health Services, new appointments and unit profiles.

*Debra Thoms,*  
*Chief Nursing and Midwifery Officer*

**PROGRESS REPORT**

In addition to the two Area Health Services already participating, (Hunter New England [HNE] and South Eastern Sydney Illawarra [SESI]), EOC has commenced in another two Areas – Sydney South West (SSW) and North Sydney Central Coast (NSCC). It will commence in Greater Western (GW) in June, and Sydney West (SW) and North Coast (NC) are preparing to commence over the next few months.

NSCC are running information sessions to increase staff understanding of EOC, inviting wards to participate and developing facilitation skills amongst clinical leadership groups.

SSWAHS have 6 units commencing; two each at The Royal Prince Alfred, Liverpool and Canterbury Hospitals. Their recent Facilitation Development Workshop, attended by 27 staff from both SSW and SW, provided a great opportunity for staff from different areas to share experiences and learn from each other.

GW are using this time to promote the program through Senior Nurses Forums and circulation of brochures, and 36 senior nurses have participated in PD workshops.

Roll out of the program across HNE Area is being assisted by the appointment of Terri-Anne Atkins, Facilitator for the Northern sector. A facilitation workshop, recently held in Tamworth, was well evaluated and another one is planned for Inverell in May. Units are at various stages of information sessions, values clarification, assessment and action planning. Sensitising the care domains to the specialty of Mental Health continues. Leigh Darcy, the HNE Area EOC Leader, says the greatest challenge now is managing enthusiasm of other units keen to commence EOC! Other activities include a Facilitators network for ongoing support and professional development, and establishment of a collaborative group on My-link.

South Eastern Sydney Illawarra is forging ahead with several more units and hospitals commencing and expansion of the Program to the Southern Network. St George, Coledale, Sydney Hospital,

Milton-Ulladulla and Wollongong are gearing up to commence over the next few months. In preparation, a Facilitation Development Workshop for clinical leaders is scheduled for mid March and new facilitators are being supported through the establishment of local active learning and reflective groups. The Area EOC Leader, Janine Bothe, has been busy doing information sessions and answering questions for units to help their decision-making about their readiness to get involved. Janine is being supported in the rollout by Tania Lawther and Sarah Dwyer, recently appointed to facilitate EOC across for the Area.

### **The Teamwork-Learning-Change (TLC) & Essentials of Care Paediatric Program 2009**

Similar to all health care settings, the purpose of practice development in the Paediatric setting is to increase effectiveness in patient and family centred care (i.e. person-centred care). This requires implementation of processes by which clinicians are enabled to achieve sustained change to clinical practice and improve patient outcomes. The Teamwork-Learning-Change (TLC) framework brings together processes that have been shown to achieve sustainable cultural change in the paediatric work environment (for example: improved teamwork functioning, enhanced learning and development of change processes) rather than focusing on one component in isolation (e.g. improving teamwork). The TLC model evolved through a Practice Development initiative that has brought about significant and sustained culture change within a special care nursery (Wilson, 2005). Implementation of the TLC model commenced in 2006 within two clinical units at The Children's Hospital at Westmead and in 2008 within two clinical units at Sydney Children's Hospital and the special care nursery at St George Hospital.

This work gels nicely with the EOC program and since mid 2008 the TLC and EOC frameworks are being implemented concurrently with Rachel Primrose (see profile on page 4) as Lead Facilitator. It is through the integrated approach of these processes that an espoused philosophy of family-centred care can be realised in practice. The EOC

care domains have been mapped to paediatric practice to evaluate the essential aspects of patient care. This was achieved by engaging and consulting with paediatric nurses across NSW. The evaluation arm of the program will draw on staff, patients' and families' perceptions of the impact of the TLC - EOC program across sites. In this way we will provide evidence of the extent to which similar change can be achieved across a range of paediatric settings. As the work rolls out, each clinical unit will have an internal facilitator who will work with an experienced facilitator to enable the unit staff to achieve their desired outcomes.

While all units are engaging in evaluation of the program at a local level, both HNE and SESI are involved in the statewide EOC research program, an update of which will be provided in the next issue of the EOC Newsletter.

The EOC website is currently being upgraded at: <http://www.health.nsw.gov.au/nursing/projects/eoc.asp>

### **NEWSLETTER NAMING COMPETITION**

Are you clever with words? Have you got a knack for creative anagrams and pseudonyms? Maybe you can help us with a catchy name for



this newsletter. The name must reflect the principles of the EOC Program – person centredness, collaborative decision-making, clinician-led change, and improved patient care, and must be appealing to potential readers. The winner, as selected by the EOC Advisory Committee, will receive a bottle of Champagne and a shopping voucher. Submit your entry by email, before Friday 1May, to:

[Pauline.bergin@hnehealth.nsw.gov.au](mailto:Pauline.bergin@hnehealth.nsw.gov.au).

We look forward to your innovative and inspiring submissions. As we will not be able to respond to each submission individually, the winner will be announced in the June 2009 EOC Newsletter.

## PROGRAM STAFF PROFILES

### **Jacqui Cross - Essentials of Care NSW Statewide Manager, NAMO.**



Jacqui has commenced as the Manager - Essentials of Care within the Nursing and Midwifery Office, NSW Health. Jacqui has most recently been involved in facilitating workplace Leadership Programs within South Eastern

Illawarra Health Service, and has worked in senior nursing positions. Jacqui is passionate about the role that we all play as clinical leaders and is committed to the importance of life-long learning to enable us to develop ourselves and the teams we work with to enable us to provide quality person-centred care.

### **Samantha Faithfull - Take the Lead & Essentials of Care Project Officer, NAMO**

Samantha has commenced in the position of Project Officer for the Essentials of Care Program and the "Take the Lead" – NUM Project. She is currently seconded to the Nursing and Midwifery Office, NSW Health from the substantive position of the Nursing Unit Manager of the Cardiothoracic



/ Cardiopulmonary Transplant ICU at St Vincent's Hospital Sydney. Sam has experience across a broad range of nursing with her interests and passion being nursing leadership, education

and patient advocacy. She holds Graduate Diplomas in Clinical Teaching and Intensive Therapy, and a Masters in Nursing Leadership. She is the current President of the Nursing and Midwifery Unit Managers Society and has a strong focus on patient centred care and staff professional development.

### **Emma Lutwyche – SSWAHS Program Leader**

In December 2008, Emma took on the position of EOC Program Leader for Sydney South Western Area Health Service and is supporting implementation of the program in 4 wards.

Having worked in the field of Haematology for 10 years, Emma's most recent position was Executive Officer to the Nursing Executive (RPAH). Holding post graduate qualifications in Haematological nursing and management, this year she received a scholarship to study a Masters of Business Administration (Health Management) through SSWAHS and University of Tasmania.

Emma's career has given her the opportunity to observe committed and caring nurses and midwives at work, as well as the effects opposing demands and pressures have on nurses as they go about their daily work. Emma believes EOC will help nurses work with these challenges, to reflect on what has brought people into nursing and what keeps them here, and to empower nurses to make nursing and patient care even better. Emma is excited about her role and is enjoying the passion and commitment of nursing leaders in the Area who are helping keep staff motivated to make some positive changes. The team promises to share their experiences with you along the way.

### **Natalie Irwin - NSCCAHS Area Lead Facilitator**

In January this year Natalie took on the position as EOC Leader for North Sydney Central Coast Area Health Service.

Natalie has been nursing for 13 years and is passionate about the profession and the work that nurses do. Having worked in a variety of clinical and management roles, including Clinical Redesign Project Officer, Natalie has most recently been CNC in the Nursing and Midwifery Directorate.

Natalie holds a Master in Professional Studies (nursing) majoring in Management and Education, as well as a Diploma of Project Management from NSW Health Clinical Redesign School.

Through the Essentials of Care Program Natalie aims to enable nurses to improve their environment, their practice and to provide patient centred care to achieve better outcomes for patients and staff.

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**Jo Rogers – Justice Health Lead Facilitator**

Jo Rogers undertook general nursing training in New Zealand and has since worked in the USA, Canada and Australia in various roles, including academic work in Canada and New Zealand specialising in applied healthcare ethics. She has most recently been involved in project management in Clinical Services Redesign for Justice Health. Her preferred clinical practice area is mental health. She is currently working part-time on the Essentials of Care project and is also an After-Hours Nurse Manager in the Forensic Hospital, Malabar.

Jo believes that the Essentials of Care program provides a tangible opportunity to make a real difference to workplace culture from both patients' and staff's perspective. Justice Health has a unique workplace environment; our patients enter custody often with multiple chronic health problems. It is crucial to successful outcomes of care that we build effective workplace cultures which respond in a timely and transparent manner to the complex health needs of our patients'.

We are currently in the process of nominating two health centres across the State to act as initial sites for the Justice Health EOC program.

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**Rachel Primrose – Paediatrics TLC & EOC Lead Facilitator**

Rachel is the Lead Facilitator for the Teamwork-Learning-Change (TLC) and Essentials of Care Program for Paediatrics across NSW. She has worked in Paediatrics for the majority of her career

in a variety of leadership roles. Her most recent clinical experience has been as a Nurse Practitioner in Paediatric Intensive Care. Rachel is passionate about family-centred care that is evidence based and how this care can be provided so that it enables children, young people and their families to be satisfied with their care throughout their hospital journey and also enables satisfaction for health care staff who provide the care.

### EOC UNIT PROFILES:

## Acacia Cottage, Garrawarra Centre.

### Nursing Unit Manager:

Taiana Fangupo is the NUM of this unit.

### Specialty:

Acacia Cottage is a 30 bed Dementia Care Unit.

### Staff mix:

Staff mix consists of a CNC x 0.8FTE (Transitional Nurse Practitioner), CNSs, RNs, ENs, TENs, AINs, C/NE, Hospital Assistants, Exercise Physiologist, Resident Lifestyle Officer and Allied Health Staff on a needs basis.

### Lead Facilitator:

The program is being co-facilitated by Leonie McManus and Cathy Wynn.

### Observers:

RN Stanley Young, RN Deborah Draper, RN Richard Little and EN Marian Lindsay.

### Why did you get involved in EOC?

As the NUM of this Cottage, I am involved in the Essentials of care program because of its purpose which focuses on the essential components of person-centred care.

Person centred care is "a belief that knowing residents as individuals and being responsive to their needs and preferences will lead to better outcomes for both residents and care givers."

Furthermore, staff at the bedside are the main participants, so changes come from Acacia's Staff, and carers instead of being imposed from outside, which in turn means they have the direct ownership of this project. Through participating in this program, it will empower them to develop effective workplace strategies that improve resident and staff experiences.

### Progress:

This project is progressing well and as per agreed time line. Assessment is complete and we are currently analysing the data so looking forward to following through on agreed actions.

### Actions, achievements, outcomes to share:

This group is unique in this Area Health Service as all employees that work in Acacia Cottage are involved in the program. This not only includes nurses but also allied health and Hospital Assistants who provide cleaning and food services. The opportunities of involving all staff working in this cottage are expected to achieve a "whole cottage" look at the way in which residents are cared for. It will also use "whole cottage group" consensus on what is done really well and any improvements required.

Another unique aspect of the program at Garrawarra is the participation of carers and family members in both individual interviews and a focus group to elicit experiences of families who visit their loved ones.

### Other comments

My experience with this program thus far has been very positive. The staff members and the carers are happy to participate and they are looking forward to the next steps.

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## Belmont Hospital, CCU.

### Specialities:

Acute Coronary Care and Acute Medical – 8 beds.

### Staff Mix:

A care coordinator, 1 CNS (currently on secondment), 9 RNs, 1 New Grad RN & casual RNs.

### Nursing Unit Manager:

Jacquie Robertson is the NUM.

### Facilitators:

Lead Facilitator – Nicky Churms, CNC.

Co-facilitators – Jacquie Robertson, NUM and Deb Weaver, RN.

### Observers:

Nicky Churms, Deb Weaver, Robyn Meek



Nicky Churms, Robyn Meek, Jacquie Robertson, Terry Head & Sarah Bartley pose next to BH CCU Values Statement

### Why did you get involved in EOC?

In order to celebrate the positive changes that have occurred in the CCU over the past 12 months, and to identify areas in need of further improvement and change.

### Progress

EOC has been welcomed and accepted into the everyday vocabulary and practice by most of the CCU nurses, and is proving a positive tool to assist with change.



Observations underway in BH CCU

**Actions, achievements, outcomes to share:**

We have completed our values statement and had it framed and wall mounted, in the middle of the department, during December 2008.

The observations, audits and patient stories produced an enormous amount of data that has been collated under domain headings.

The data was fed back to the staff within a week – these sessions were repeated four times to capture all staff.

The facilitators, NUM, and Care Coordinator are now working through the data and will formulate plans to change by mid – late January.

Some issues have proved easy to change i.e. making more space around the nursing station by moving the main drug cupboard. Yet others will need a lot of consultation and communication i.e. patient confidentiality needs to be better respected by all members of the MDT.

**Comments:**

A lot of work has been put into this program already, which is having positive effects on patient care delivery, as well as on staff members – many staff have been motivated to get involved in many quality improvement projects. Well done team!!

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## Medical Two, Wyong Hospital, Central Coast

**Specialties:**

Coronary Care /Cardiac/Oncology.

WyM2/CCU consists of two units located in the same area. These are a 6-bed Coronary Care Unit and a 22-bed Cardiac ward that has capability for 12 telemetry beds. WyM2 is also the designated ward for post chemotherapy patients who may require admission to Wyong.

**Staff mix:**

CNSs, RNs, EENs, CNC (shared with Gosford) and a part time CNE.

**Nursing Unit Manager:**

Michelle Corkhill is the Nursing Unit Manager

**Lead Facilitator and Observers:**

These roles are still to be negotiated and we are just waiting for everyone to have had the opportunity to attend information sessions to help them make this decision.

**Why did you get involved in EOC?**

It was suggested by the Director of Nursing so we found out some more information and we all felt that it would be a great opportunity for our ward.

**Progress:**

Natalie Irwin, the NSCCAHS Essentials of Care Lead Facilitator, is conducting ward information sessions at present. This will help potential observers and facilitators make a decision about their involvement.

**Actions, achievements, outcomes to share:**

Michele Corkhill (NUM) recently attended Practice Development School and is enthused and ready to undertake the EoC program in her ward. The Facilitation Development Workshop for local EOC facilitators is planned for late April by which time lead facilitators will have been identified.

**Comments:**

It's too early in the program to identify any key learning for the ward but we look forward to sharing that as we get further into it.

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## CCU, Liverpool Hospital

**Specialties:**

Cardiac Critical Care Unit, 8 Acute Beds, 20 Step Down Beds

**Staff mix:**

CNSs, RNs, ENs, AINs, CNC x 1, NUM x 1, CNE x2.

**Nursing Unit Manager:**

Esarda Kunjambu is the Nursing Unit Manager

**Facilitators:**

Myra Drummond (CNE 4E) and Sharon Williams & Robert Bavcevic (CNE CCU)

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**Observers:**

Observers have not been appointed yet.

**Why did you get involved in EOC?**

Our unit is strongly focused on the goals of promoting person-centred care and a supportive culture. We feel we are prepared strongly for the challenges of the program, and we are motivated to achieve positive results for our environment and our patients. We believe the program will further facilitate our model of care and staff support delivery, which will enable improved patient and staff experiences and satisfaction. EOC will assist us in extensively reviewing and assessing whether our initiatives have achieved our main aim, which is to improve patient care.

**Actions, achievements, outcomes to share:**

We have already begun the progress down the path of emancipatory practice development over the last few years that are evidenced by the initiatives already developed within the unit, which are strongly focused on the goals of promoting person-centred care and a supportive culture. The initiatives that have already been developed over the years include, development of monthly clinical forums, extensive orientation/induction program, individualised Clinical Practice and Support reviews, inter-team projects, and development of a flexible Model of Care. We feel our unit has developed over the years where the staff feel they can actively participate in all aspects of the unit, where their values and opinions are encouraged, and to have fun and enjoy work.

**Comments:**

Going really well for us at the moment, staff are motivated and can see the positives of the program already. We are all ready for the challenges ahead, and feel we can really make some sustainable improvements to our environment and the care delivered.

**Paediatric TLC & EOC**

**Units:**

- The Children's Hospital at Westmead - Camperdown (Oncology) and Clancy (mixed medical, liver/renal transplant);
- John Hunter Children's Hospital - H1 ward (medical);
- Paediatric ward at Mona Vale.

A number of other units expressed interest in participating in the Program. Information sessions were then held with the staff in each of those units to help them decide and determine the four areas that would participate in this early stage.

**Facilitators:**

**CHW Camperdown:** Michelle Fletcher, Nicole Cori

**CHW Clancy:** Sian Beckett

**JHCH H1:** Erin Moore

**Mona Vale Paediatric ward:** Kathleen Chapman & Elizabeth Jacob



*Creative work generated during workshops. Added with permission*

Education on the program is underway and focusing primarily on each of the four clinical units - allowing the clinical staff time to learn about the program and to prepare themselves for the exciting changes which lie ahead. All of these units are also developing shared philosophies of care or evaluating the one that they already have.

Promotion of TLC - EOC will occur over the next months to give nurses not involved in the program an opportunity to learn about it and how each clinical unit is progressing; the learning that is occurring including nursing care that is being celebrated and areas that have been targeted by staff for further development. This will also

provide an opportunity for staff not involved to address any queries in greater depth.

A 10 month Facilitation in Clinical Practice Program commenced the 23<sup>rd</sup> of February. This interactive program uses practice development (PD) principles and methodology to enable participants to develop their facilitation knowledge and skills. This aims to support sustainable and meaningful practice change in the clinical setting. The facilitation program is a collaboration between CHW and Sydney Children’s Hospital and is led by Margaret Kelly (CHW) and Sandra Wales (SCH). It is supported by co facilitators from both organisations and is a key supportive strategy for staff who are facilitating the TLC-EOC program in their ward.

## IMPORTANT CONTACTS:

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Paediatrics EOC Coordinator: Rachel Primrose –  
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## IMPORTANT DATES:

Advisory Committee Meeting at NAMO, North Sydney on June (date and time to be advised);

April 27 & 28: NSCCAHS 2-day Facilitation Development Workshop for Lead Facilitators;

May 20 & 21: HNE 2-day Facilitation Development Workshop in Inverell for Lead Facilitators;

## NEXT ISSUE:

- Announcement of the name for the EOC Newsletter and prize-winner
- Introduction and profiles of new Area Health Service EOC Leaders
- Program news and progress updates including information about the Advisory Committee membership and purpose
- Update on Mental Health and Midwifery EOC Programs
- Profiles of participating units/ wards including early actions and outcomes
- Update on EOC research and evaluation

## CONTACT DETAILS:

Find out who **YOUR** local EOC Facilitator is and write their contact details here:

YOUR LOCAL EOC CONTACT DETAILS:

*“You must be the change you wish to see in the world”*

*Mahatma Gandhi*