

Capacity Assessment Project

Presentation to Directors of Operations & General Managers Meeting

November 2014

Purpose of the Capacity Assessment Project

- NSW Health is undertaking a Capacity Assessment Project (CAP) to evaluate the organisational maturity and governance arrangements of LHDs and Specialty Networks (collectively referred to as Health Services) within the devolved environment.
- This will include a broad based assessment of how the system has adapted to the reforms implemented since 2011 and the level of organisational capacity of each of the Health Services.

Overview of the Capacity Assessment Project

- Strong and effective governance at health service level is a critical success factor for our health system. The Ministry wants to understand the system, support it and strengthen it.
- In partnership with the Health Services, the CAP will assess the organisational maturity and governance arrangements of Health Services across four domains:
 - Quality and Safety
 - People and Culture
 - Governance and Leadership
 - Finance
- The CAP will identify areas of best practice and innovation that can be shared, and opportunities for improvement where additional support and resources may be required.

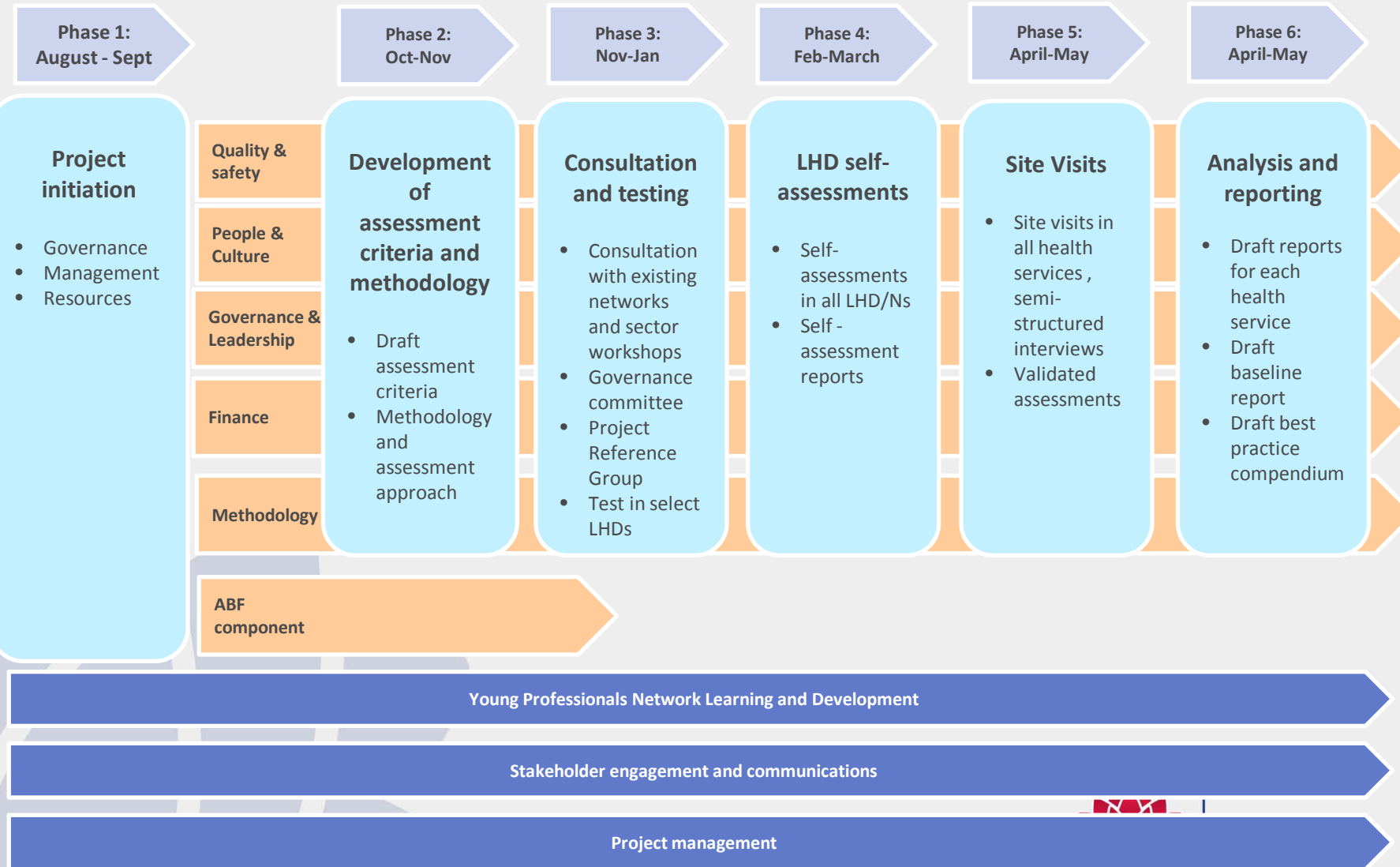
Project Objectives

1. To develop a replicable capacity assessment process that enables baseline measurement and future monitoring of system capacity improvements and progress.
2. To identify the level of governance and operational level of development of LHDs, Networks and ASNSW across four key domains: quality & safety, people & culture, governance & leadership and finance.
3. To identify significant achievements or examples of best practice in each domain that can be shared, and opportunities for further developments and improvements.

Project Objectives (Continued)

4. To measure the system's progress against the 2012 ABF Readiness Assessment and develop a formal data quality assurance framework to improve accuracy and reliability of data used to make activity based funding decisions (this will meet the recommendations of Auditor General's 2013 Financial Audit Report on the Health Portfolio – conducted by KPMG).
5. To develop capacity within the Ministry of Health and provide learning and development opportunities for the project team of young professionals that will lead the project supported by the Ministry's senior and executive leadership, expert committees and advisory groups.

Timeframes and Phasing



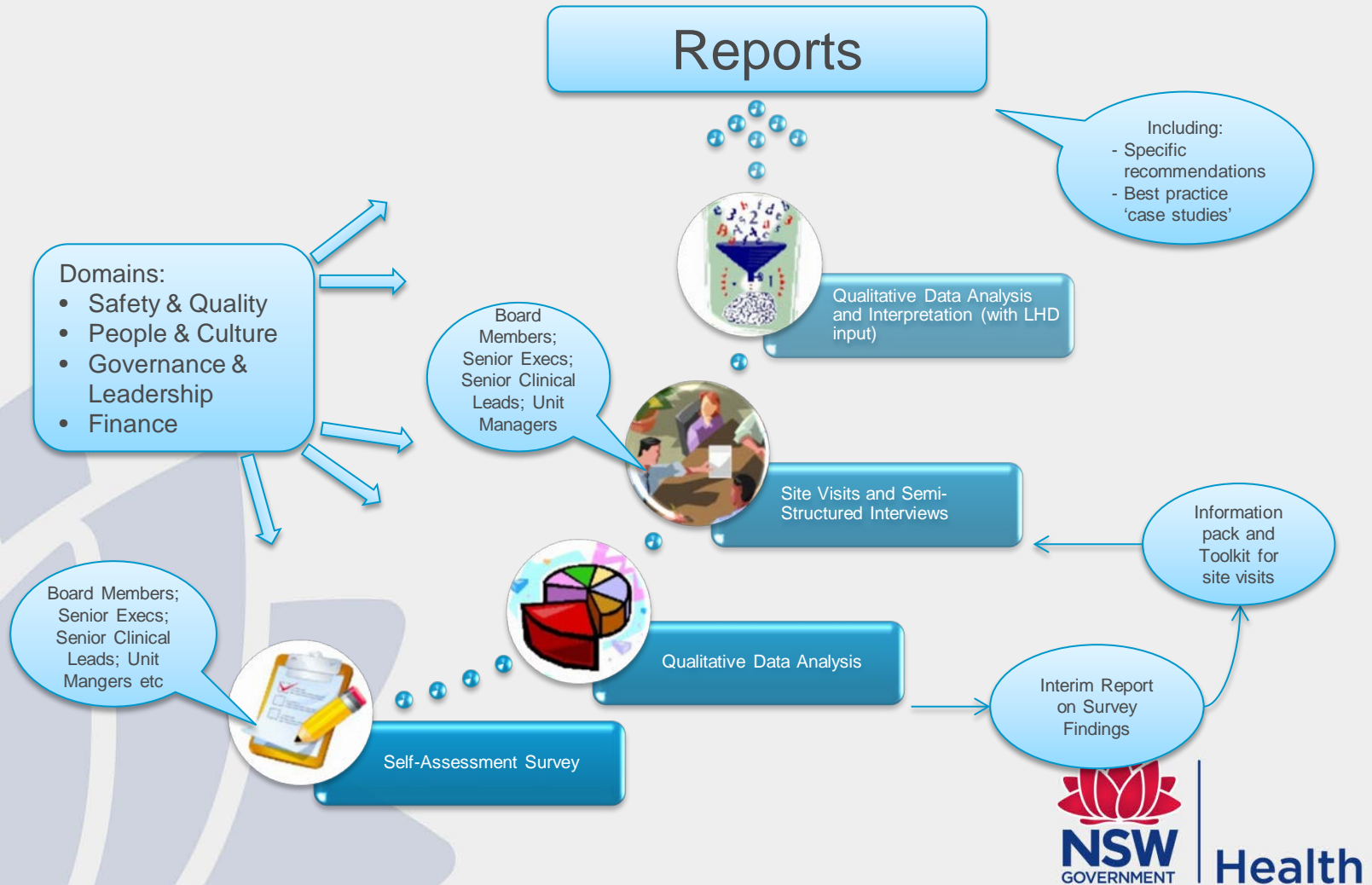
Consultation

- The CAP is a collaborative process that is developed in consultation with the Health Services to ensure they are engaged in the design and review of the assessment process.
- Workshops have been conducted to assist this engagement and to obtain Health Service input into the design of the questionnaire and the process for the review.
- Ongoing communication and consultation is occurring with the workshop participants to further refine the criteria for the assessment.
- Feedback is being incorporated into the survey to gain a greater understanding of the capabilities of the system.

Developing the assessment criteria & methodology

- Assessment criteria will be developed to assess system capacity within each of four domains (Quality & Safety, People & Culture, Governance & Leadership, Finance).
- A methodology workstream will design a process to analyse the assessment criteria, in consultation with the four workstreams developing the assessment criteria.
- The methodology workstream will work with the PMO and develop an appropriate platform for the self-assessment tool for LHDs and a method for validating the self-assessment findings in Phase 5.
- The project will use existing reports and information systems where possible to ensure the assessment methodology minimises the impact and demand on LHDs/SHNs in providing information.

Assessment Process



Project outputs

- *Statewide report: key themes and learnings across the system*
- *19 health service reports identifying patterns of capability across multiple criteria*
- *Innovation and best practice compendium*
- *ABF Reassessment Report & Data Quality Assurance Framework*
- *A survey tool that can be used for reassessment by health services*



Governance

GOVERNANCE COMMITTEE

Michael Walsh (Chair), Ken Whelan (Sponsor), Karen Crawshaw, John Roach
Strategic direction and oversight

ABF ADVISORY GROUP

TECHNICAL WORKING GROUP

Robyn Burley, Zoran Bolevich,
Leanne O'Shannessy, Alfa
D'Amato, Peter Kennedy
*Coordination of technical approach
and strategic advice*

PROJECT MANAGEMENT

Terry Mehan
Graeme Loy
Claire McKendrick
Millicent Wicks
*Day to day management of the project,
direct management of ABF component*

LHD CHAIRS & CEs REFERENCE GROUP

Ron Phillips, Robin Williams,
Lyn Fragar, Danny O'Connor,
Stewart Dowrick, Kay Hyman,
Ken Whelan
LHD consultation and reference group

WORK STREAM MANAGERS

Coordination and day to day operational management

FINANCE

Sponsor: Alfa
D'Amato, A/Deputy
CFO

**Workstream
manager:** Claire
Leahey

GOVERNANCE

Sponsor: Leanne
O'Shannessy,
Director Legal and
Regulatory Services

**Workstream
manager:** Graeme
Loy

QUALITY AND SAFETY

Sponsor: Peter
Kennedy, Deputy
CE, CEC

**Workstream
manager:** Wendy
Jamieson

PEOPLE & CULTURE

Sponsor: Robyn
Burley, Director,
Workforce Planning
and Development

**Workstream
manager:** Kelly-
Christie Kassapakis

METHODOLOGY

Sponsor: Zoran
Bolevich, Director,
Health System
Information and
Performance
Reporting
**Workstream
manager:** Amelia
Chee

Project team – Young Professionals Network

The engagement of the YPN project team is designed to:

- “Insource” the project to build internal capacity and capability
- Provide a Learning and Development opportunity – technical skills: project management, report writing, survey design, analytics and soft skills: communications, relationship management, influencing, negotiating - developed through Learning and Development Agreements with each team member.
- Strengthen relationships – collaboration across the Ministry and with LHDs and Pillars
- Provide exposure to other domains that constitute the health system

