

A health care system to meet our needs

The Power of Innovation

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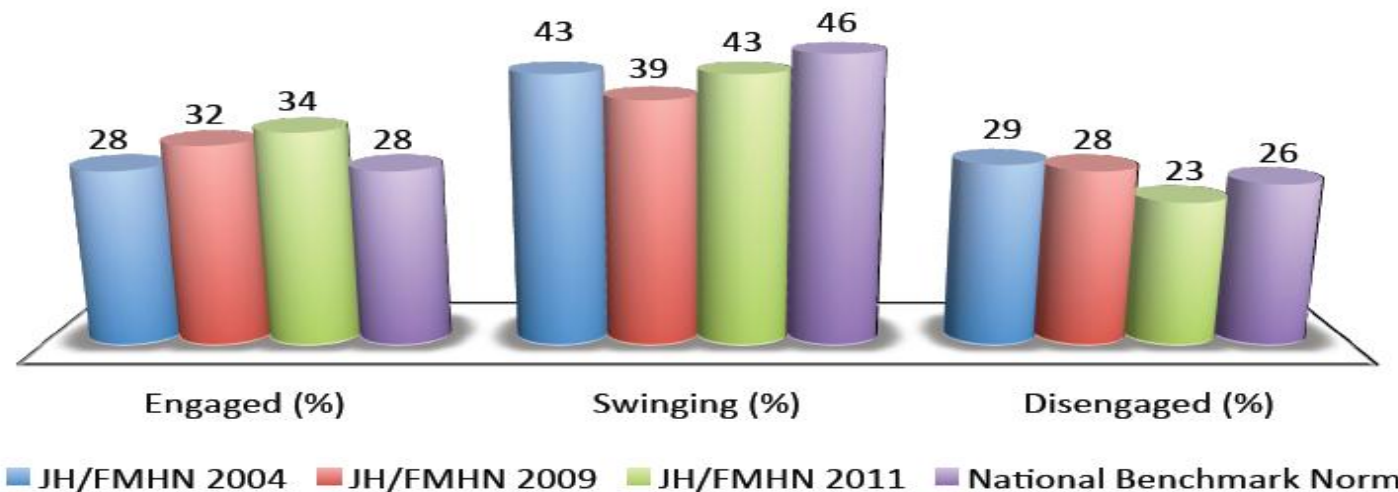


Health

Our Innovation: How We Improved Care/Services

JH&FMHN's sustained investment in culture improvement continues to increase staff engagement, fostering an empowered workforce that sees their shared responsibility in *Focusing on Care*; placing patient care at the centre of operational and decision making processes.

Staff Engagement Cycle

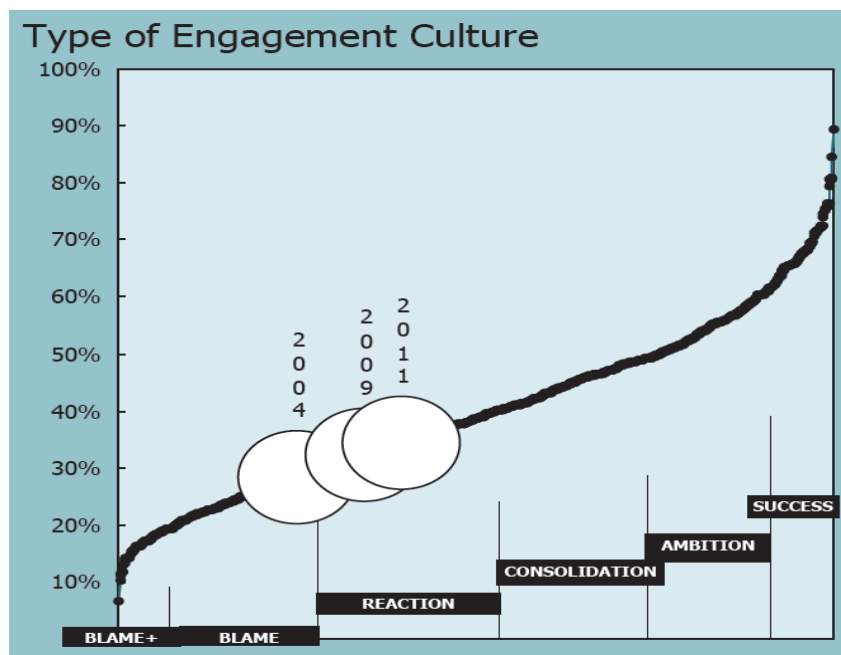


JH&FMHN (state-wide) Staff Engagement Cycle, 2004-2011 (Parle 2011)

Our Inspiration: Our Journey

The decision to invest in a comprehensive and sustained effort toward culture improvement was initiated by JH&FMHN's Chief Executive.

The journey – every step in the Focusing on Care process from design, implementation, evaluation and feedback – has been led by staff.



Type of Engagement Culture – JH&FMHN (statewide) (Parle 2011)

Our Inspiration: Our Voices

104 consultations



Our Ideas : Our Responsibility

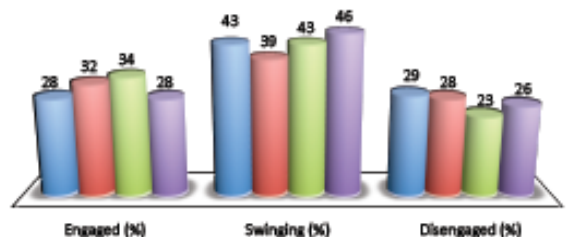
- The culture improvement strategy began by engaging staff in identifying the values that should underpin their work, and the work of JH&FMHN.
- Support to undertake open and rigorous conversations enabled individuals, teams and services to critically review their contribution to the organisation's culture
You permit it, you promote it
- Gradually the focus shifted from their problem... to our shared responsibility
 - What can the organisation do to improve its culture; and
 - What can I do to improve the culture of my team, and therefore contribute to improving the experiences of staff and our patients
- The focus then shifted again ... to Focusing on Care. There was a call for and readiness to examine, 'How does our culture impact on the patients experience of care?'
- Presenting the patient experience of care data alongside the staff survey was a critical step in our journey



2011 Staff Pulse Survey

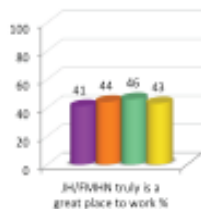
Justice Health & Forensic MH Network – Results Summary

Staff Engagement Cycle



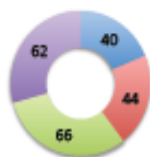
■ JH/FMHN 2004 ■ JH/FMHN 2009 ■ JH/FMHN 2011 ■ National Benchmark Norm

A Truly Great Place to Work



■ JH/FMHN 2004
■ JH/FMHN 2009
■ JH/FMHN 2011
■ National Benchmark Norm

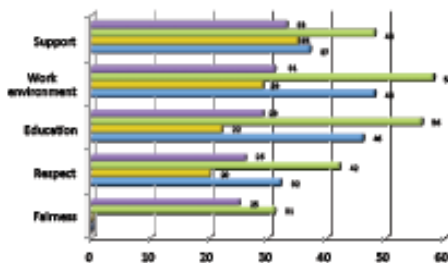
Staff Participation Rates in the Workforce Culture Surveys



■ JH/FMHN 2004 (n= 314)
■ JH/FMHN 2009 (n= 518)
■ JH/FMHN 2011 (n=870)
■ National benchmark norm

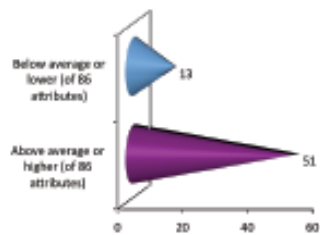
Staff Participation rates %

Expectations of Justice Health & the Forensic MH Network



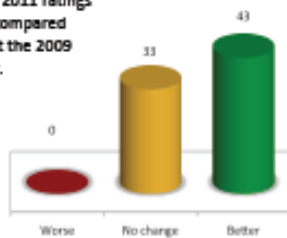
■ Top 5 expectations %
■ Satisfied that JH/FMHN meets this expectation %
■ Benchmark Norm - Staff top 5 expectations of their organisation %
■ Benchmark Norm - Satisfied that organisation meets this expectation %

2011 Benchmarking (against national Government Public Health sector norm)



Trending

There were 76 quantitative questions where 2011 ratings were compared against the 2009 survey.



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2011 Staff Pulse Survey

Justice Health & Forensic MH Network – Results Summary

Top 5 day-to-day frustrations



What you had to say...

Why you do what you do...

- "I could use all of my management, clinical and research skills in the job, as well as work with a population of need."
- "The autonomy, the variety, unique environment and the clientele."
- "Opportunity for professional career development and financial security and progression."
- "The ability to care for persons who were disadvantaged in society."
- "I had heard that Justice Health was a good employer and was well respected, and had an interest in specialising my field of practice further."
- "Making a difference to young people in custody, positive role modeling."

Justice Health as a "truly great place to work"...

- "I work amongst a great bunch of people and have managers that are concerned for my welfare and that of our clients."
- "Purpose and goals of the organisation, good staff to work with, work ethics and morale."
- "Team work, good staff, good management. Communication is very important."
- "I love the work I do, I love the job and I work very well with my boss who I find is very supportive."
- "The professional ethos and on-going educational programme."
- "The ability to assist patients and show them care and compassion."
- "Currently working within a very engaged team, with motivated individuals, creating fantastic opportunity for health gains for our patients."
- "I think we do great work. I feel supported and valued in my role by my managers. The organisational changes recently sit well with my personal values."
- "Justice Health offers educational opportunities and daily challenges to work."

On areas that need more attention...

- "Inefficiencies - paper based health records. Overly complex & repetitive systems"
- "Sorting out issues with pay."
- "Although the CE is committed to changing the culture of JH, there is still a long way to go before the organisation changes. It is still a blaming organisation and although there is commitment to the new values of respect, professionalism, clear communication and care some staff and managers may still not have the skills or insight to apply these values."
- "Frustration with computer systems/PAS/poor management of patient information."
- "Too much red tape, outdated policies, IT is so basic and outdated."
- "Management and some staff issues are not dealt with they are swept under the rug."
- "Poor loyalty to staff, poor recognition of work by higher management, high level of inexperienced managers, high level of long-term acting positions."

Adult Correctional Centres, NSW Key Trends Report, 2011

This report presents trends for key indicators for participants in the 1996-2009 Inmate Health Surveys (IHS) and the 2011 Annual Patient Snapshot Survey summarised by gender for all NSW adult correctional centres.

1. Men

The demographic characteristics of the male inmates who participated in the 1996-2009 Inmate Health Surveys and 2011 Snapshot survey are reported below.

Sample characteristics

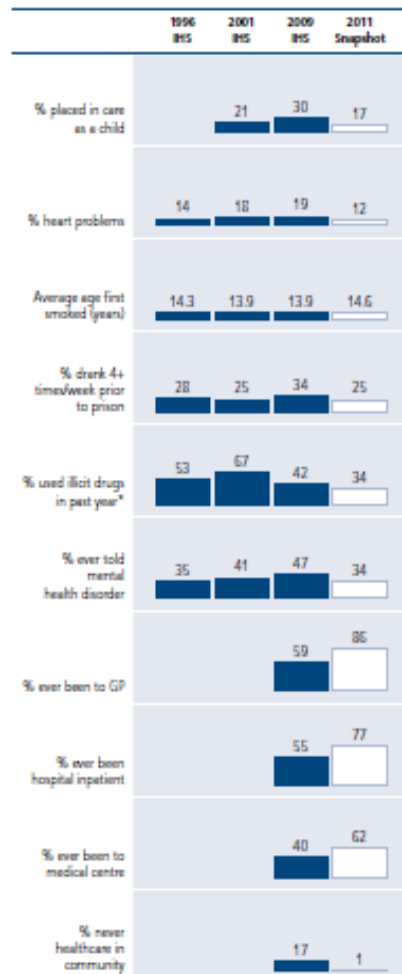
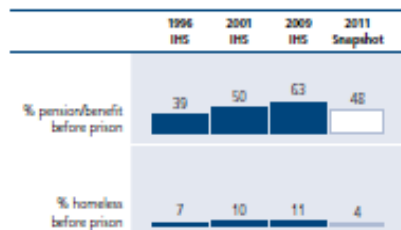
Table 1 Demographics, male inmates, NSW

	1996 IHS	2001 IHS	2009 IHS	2011 Snap- shot
Sample Size	N=657	N=747	N=797	N=504
Average age (years)	33.7	33.2	35.5	35.8
% Aboriginal/TSI	31%	30%	33%	29%
% born in Australia	82%	80%	81%	81%
% speak English growing up	87%	84%	81%	89%

1.1 Improving (significant)

The following table reports on key trend indicators which have significantly improved from the 2009 IHS to the 2011 Snapshot survey for all male inmates. It should be noted that sometimes an improvement is an increase in a particular indicator and sometimes it is a decrease. Significant improvements were determined using a chi-square statistic for categorical variables and a t-test for continuous variables with a $p < 0.05$.

Figure 1.1 Improving (5% or more), significant, male inmates, NSW

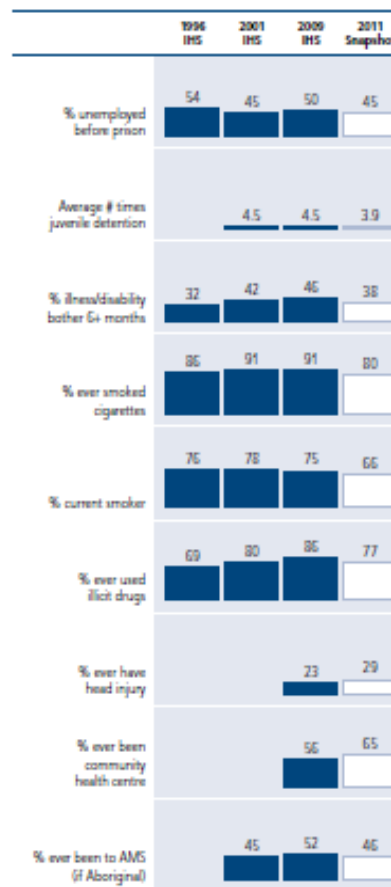


*1996, 2001 & 2009 IHS: used illicit drugs on a daily/almost daily basis in past year

1.2 Improving (not significant)

The following table reports on key trend indicators which have improved (5% or more) but were not statistically significant from the 2009 IHS to the 2011 Snapshot survey for all male inmates. It should be noted that sometimes an improvement is an increase in a particular indicator and sometimes it is a decrease.

Figure 1.2 Improving (5% or more), not significant, male inmates, NSW



1.3



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The following table reports on key trend indicators which have stayed the same (less than 5% difference) from the 2009 IHS to the 2011 Snapshot survey for male inmates. It should be noted that significance testing was also done on these indicators and none were found to be statistically significant.

Figure 1.3 No change (<5%), male inmates, NSW



2011 Staff Pulse Survey & Patient Experience Report

Local Action Plan

Please review the results for your cluster/service/health centre and consider what strategies you might implement to build on your team's strengths and respond to areas that need further improvement.

Please complete the form below and return to Alicia Webster in the Executive Support and Planning Unit, via email: alicia.webster@justicehealth.nsw.gov.au

Manager name: _____

Position: _____

Directorate/Service/Cluster/Health Centre: _____

The most important factor for staff satisfaction in our team is: _____

Three things we will do to achieve this are: 1. _____

2. _____

3. _____

The most important factor for patient satisfaction in our team is: _____

Three things we will do to achieve this are: 1. _____

2. _____

3. _____

We will ensure staff are aware of these strategies and monitor our progress by: _____

Any additional comments: _____

Thank you

Themes from the 78 Local Action Plans

(organisation-wide)

Most important factor for staff satisfaction*:

Communication;

Teamwork;

Support, recognition and accountability

Most important factor for patient satisfaction*:

Communication (with patients and between staff);

Continuity of care;

Quality care



Our Ideas : Our Strategies

JH&FMHN identified the following elements as critical in our success :

JH&FMHN values	Shared values and related behaviours that informed how every person in the organisation interacts. Integrated into recruitment, newsletters, staff meetings & performance management
Focusing on Care: <i>Action Plan</i>	A plan informed by staff and designed to coordinate action & resource allocation in order to improve organisational systems & decision making processes
Staff Pulse Surveys	Continuously tracking our progress against culture indicators; being responsive & transparent
Local Action Plans	Enabling local leadership & innovation in Focusing on Care and improving staff and patient satisfaction

Our Insights: What We Have Learned

- **Comprehensive staff engagement** – shared ownership from design, consultation, implementation and ongoing feedback – has been a critical factor
- **Recognition of the journey** the organisation has taken to date, including past experience and future efforts has helped staff recognise our achievements as well as demonstrating the organisation's long term commitment to culture improvement
- **Walk the walk** – 'buy in' from staff is strongly influenced by the commitment and example set by managers and senior leaders within the organisation
- **Plan, measure and feedback** – transparency and evidence based decision making builds confidence in staff and willingness to follow and lead local innovation
- **Building momentum and expectations: a big organisational shift** – Increased engagement of staff has been evident in other aspects of the organisation, e.g. actively contributing to service planning, internal projects, action plans. Providing meaningful opportunities for staff to have a 'voice' has increased their willingness to provide one.
- **It doesn't end here.** A proportion of the JH&FMHN workforce are on the cusp of engagement & disengagement – swinging – need to respect this & build trust



Health

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