



# *Centre for **Healthcare Redesign** (CHR) Diploma Program*

**Lea Kirkwood**

Program Manager, Centre for Healthcare **Redesign**

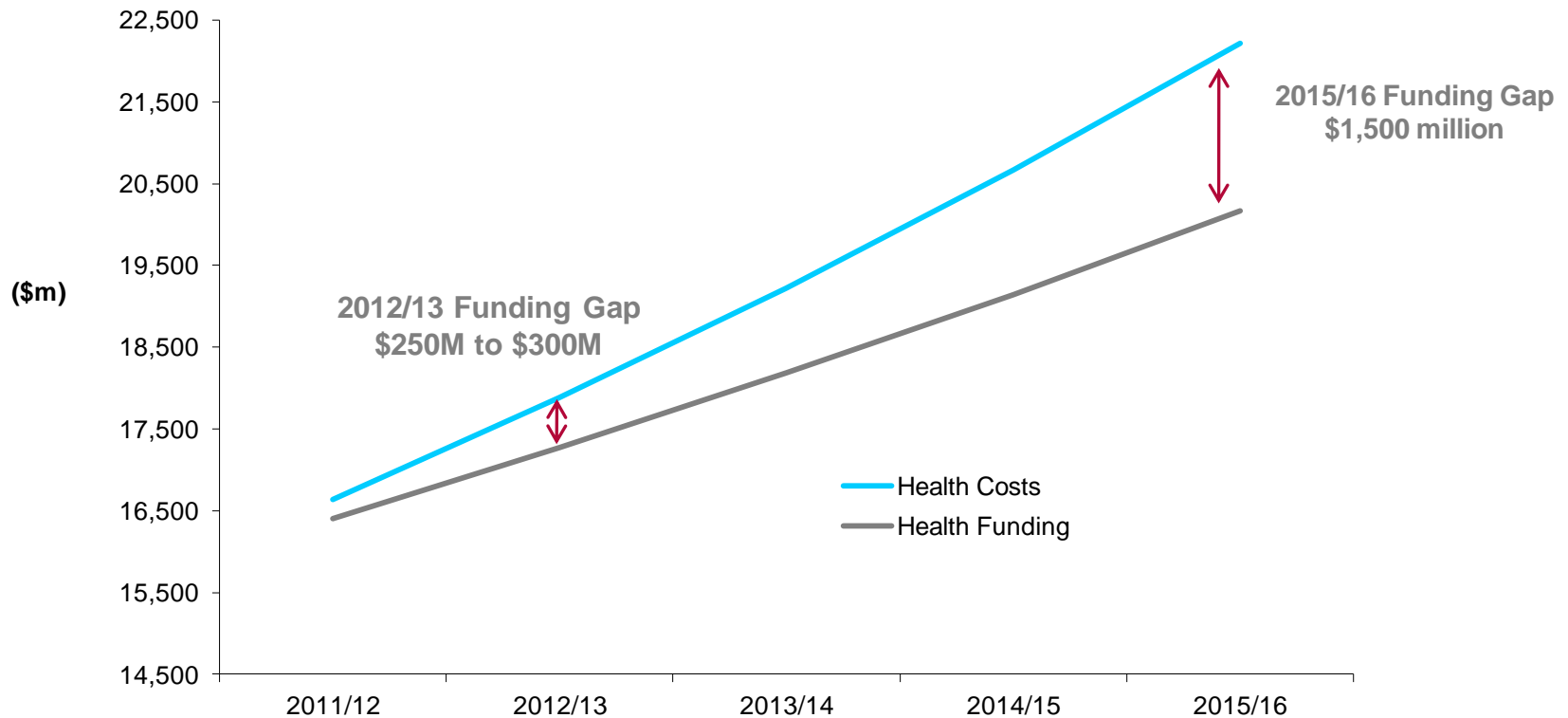
**Estelle Marque**

Centre for Healthcare **Redesign** Course Manager

Agency for Clinical Innovation

# Demand / Resources Gap

Health Cost and Volume Growth (7% - 8%) vs Funding Growth (5.3%)



# The CHR 'School' key aim is to build local, internal capability for innovation and improvement



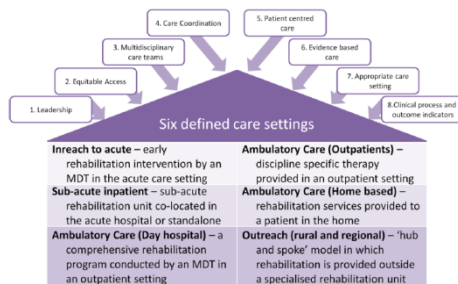
**2007**

- All Face to Face
- External + Internal Consultants
- 1 / yr ~ 16 participants
- 20 weeks duration

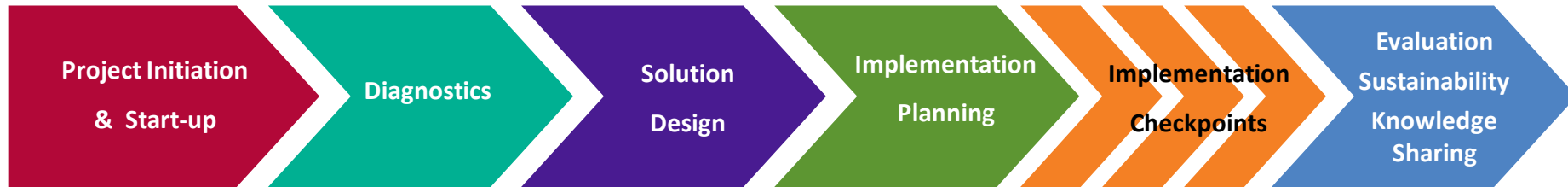


**2013**

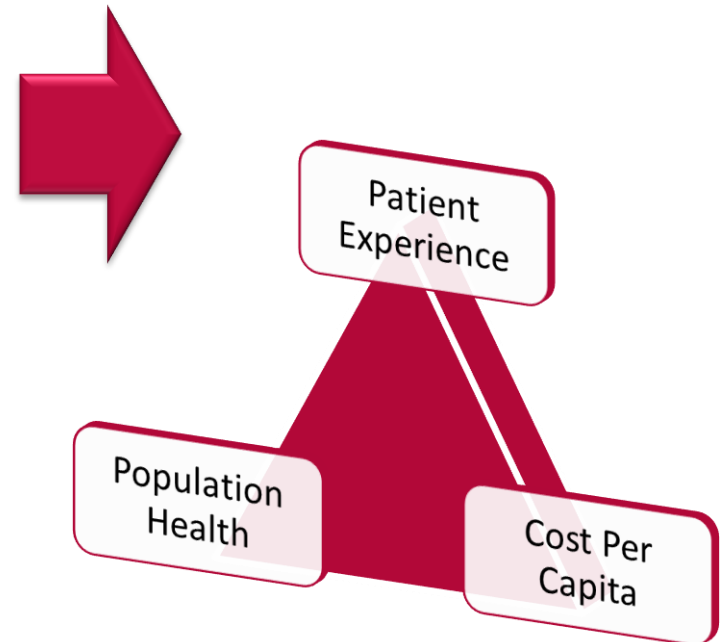
- Mixed Mode
- Internal Facilitators
- 3/yr ~ 12 projects / 25 -30 participants
- 'Themed Courses'



# NSW Health Redesign Methodology draws on several methodologies



- Frontline staff use the methodology to
  - Identify **issues** across the patient journey
  - Design **solutions**
  - Implement the best solutions
- Ensure we **analyse** problems **before** developing solutions by utilising data analysis, project & change management
- Deliver long-term sustainable changes



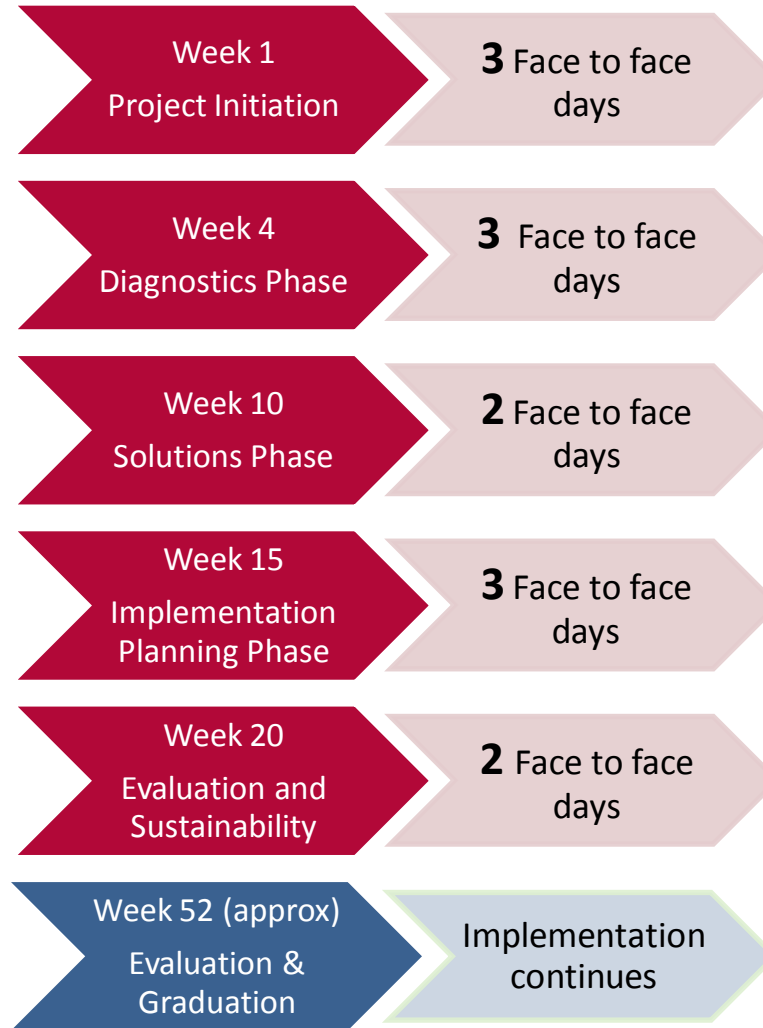


Purpose

<p>To develop the project scope and set up project, change, communication and stakeholder management plans</p>	<p>To collect and assess critical data about processes, patients and staff. Identify key issues to be resolved and build the case for change</p>	<p>To design and prioritise solutions to issues and build stakeholder support</p>	<p>To develop a comprehensive plan for implementing solutions and measuring benefits</p>	<p>To implement solutions and confirm that benefits are being delivered</p>	<p>To identify ways to improve the process, share lessons and drive sustainability</p>
<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Project Objectives &amp; Measuring Benefits</li> <li>• Project Scoping</li> <li>• Governance &amp; Reporting</li> <li>• Roles &amp; Responsibilities</li> <li>• Project Deliverables &amp; Scheduling</li> <li>• Project Costs</li> <li>• Risk Management</li> <li>• Change Management</li> <li>• Stakeholder Management</li> <li>• Communications Management</li> </ul>	<ul style="list-style-type: none"> <li>• Process Mapping</li> <li>• Diagnostic Tools &amp; Techniques</li> <li>• Staff Interviews</li> <li>• Patient Interviews</li> <li>• Patient Tag Alongs</li> <li>• Data Collection &amp; Analysis</li> <li>• Baseline KPI's</li> <li>• Issues Identification</li> <li>• Issues Prioritisation</li> <li>• Root Cause Analysis</li> <li>• Building the Case For Change</li> </ul>	<ul style="list-style-type: none"> <li>• Literature Search for Best Practice Solutions</li> <li>• Facilitated Problem Solving &amp; Brainstorming</li> <li>• Solutions Identification</li> <li>• Cost/Benefit Analysis of Solutions</li> <li>• Prioritisation of Solutions</li> <li>• Detailed Solution Statements</li> <li>• Develop Quick Wins</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Plans for Quick Wins</li> <li>• Business Cases</li> <li>• Implementation Teams</li> <li>• Change Readiness Assessment</li> <li>• Sponsorship Roles &amp; Responsibilities</li> <li>• Project, Stakeholder, Communication &amp; Change Management Plans</li> <li>• Performance Management</li> <li>• KPI Definition &amp; Measurement Plan</li> <li>• Piloting Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Quick Wins</li> <li>• Implement all Solutions</li> <li>• Trouble Shooting</li> <li>• Coaching &amp; Support</li> <li>• Monitoring and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Post Implementation Evaluation</li> <li>• Review &amp; Redesign of Unsuccessful Initiatives</li> <li>• Continuous Cycle of Redesign – Sustainability</li> <li>• Sharing of Knowledge</li> <li>• Writing For Publication</li> </ul>

**Project + Change + Stakeholder + Communication Management**

# CHR Timeline



# *What `makes' the School*

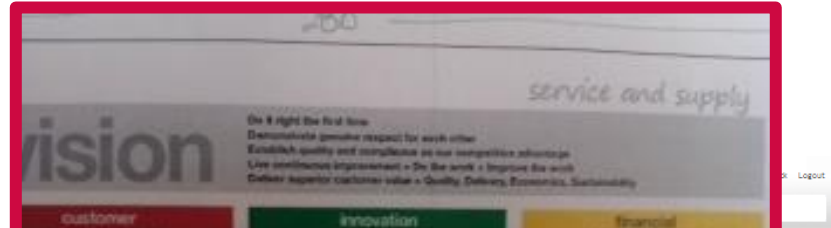
**...Recipe for Success**





# Recipe for Success

- Take a pinch of participants and project sponsors
- Select high priorities and opportunities for success
- Blend facilitators and subject matter experts
- Add e-learning
- Mix with work
- Sprinkle with
- Healthcare
- <https://gen>
- Resources





# And you Get...



Agency for Clinical Innovation –  
Centre for Healthcare Redesign School

Interview:  
**Sue Winders**

Manager Oral Health Clinical Network  
Southern NSW and Murrumbidgee  
Local Health District

720p25  
Ungraded, stereo

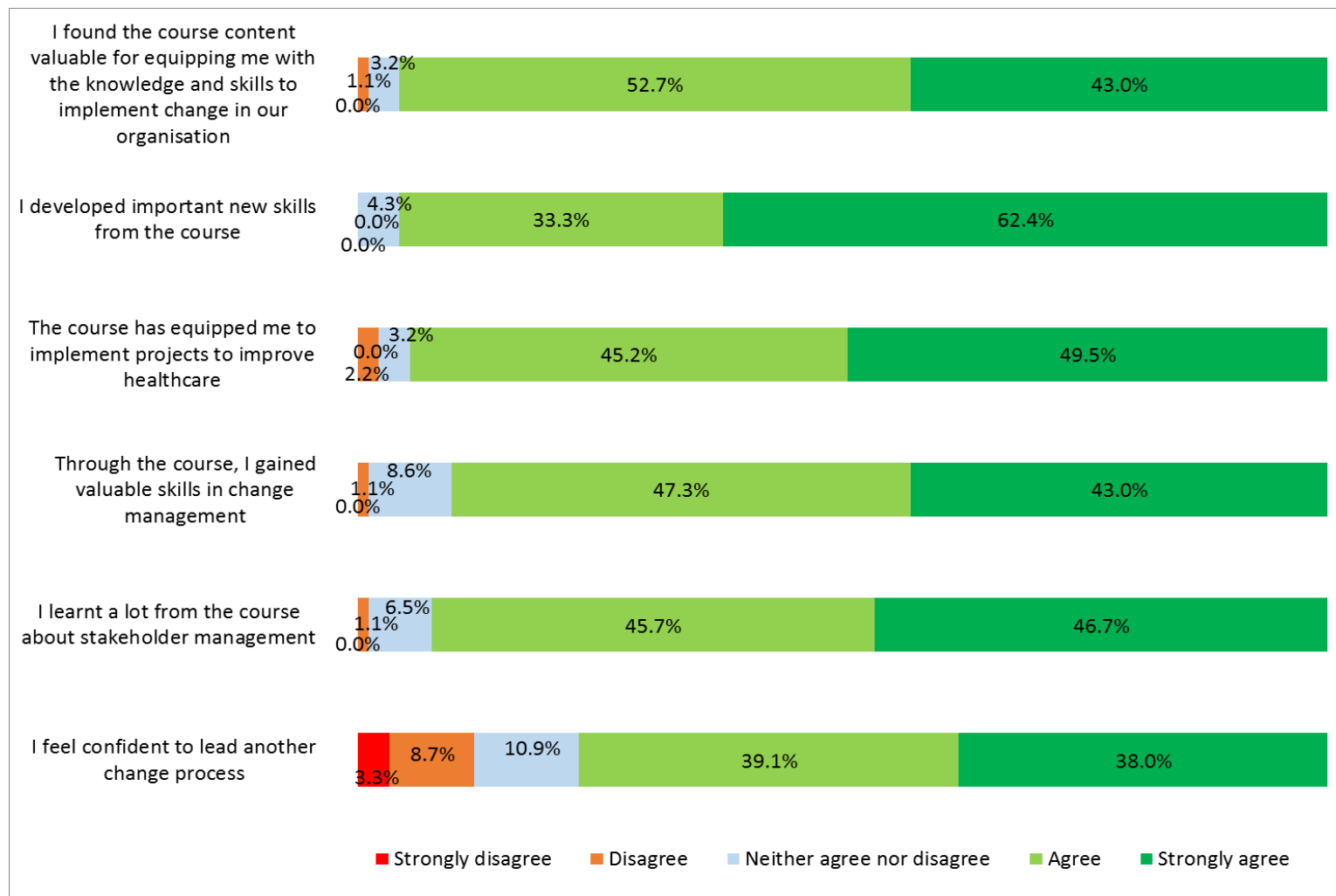
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# *Current State*

...Evaluation to improve the school



# “My school rules!”



Source: Participant Survey, Number of respondents: n = 93

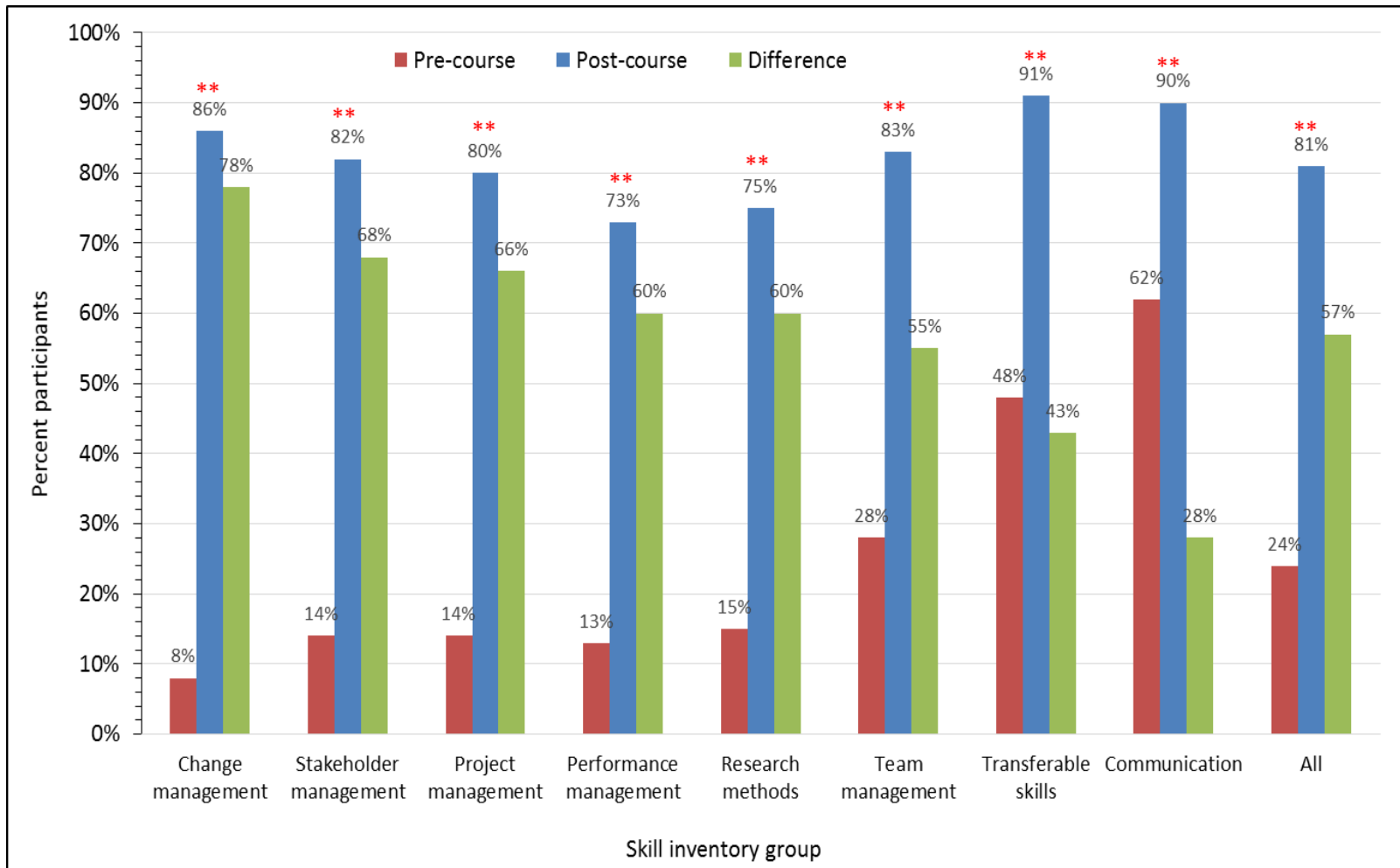
**Figure 1: Participant perceptions about acquisition of knowledge and skills**

*They didn't invent anything new... they are things we've wanted to get progress on for ages but they managed to do it in a more effective, coordinated and structured way that gives the best chance for success. (Senior Medical Sponsor)*

*The course was perfect for my needs, I've now moved on to state wide projects (Participant)*

*It was one of the hardest things I have ever completed in my professional career, there were many late nights and challenging moments, but I'd do it again in a heartbeat. (Participant)*

# Participants skills in Redesign increased

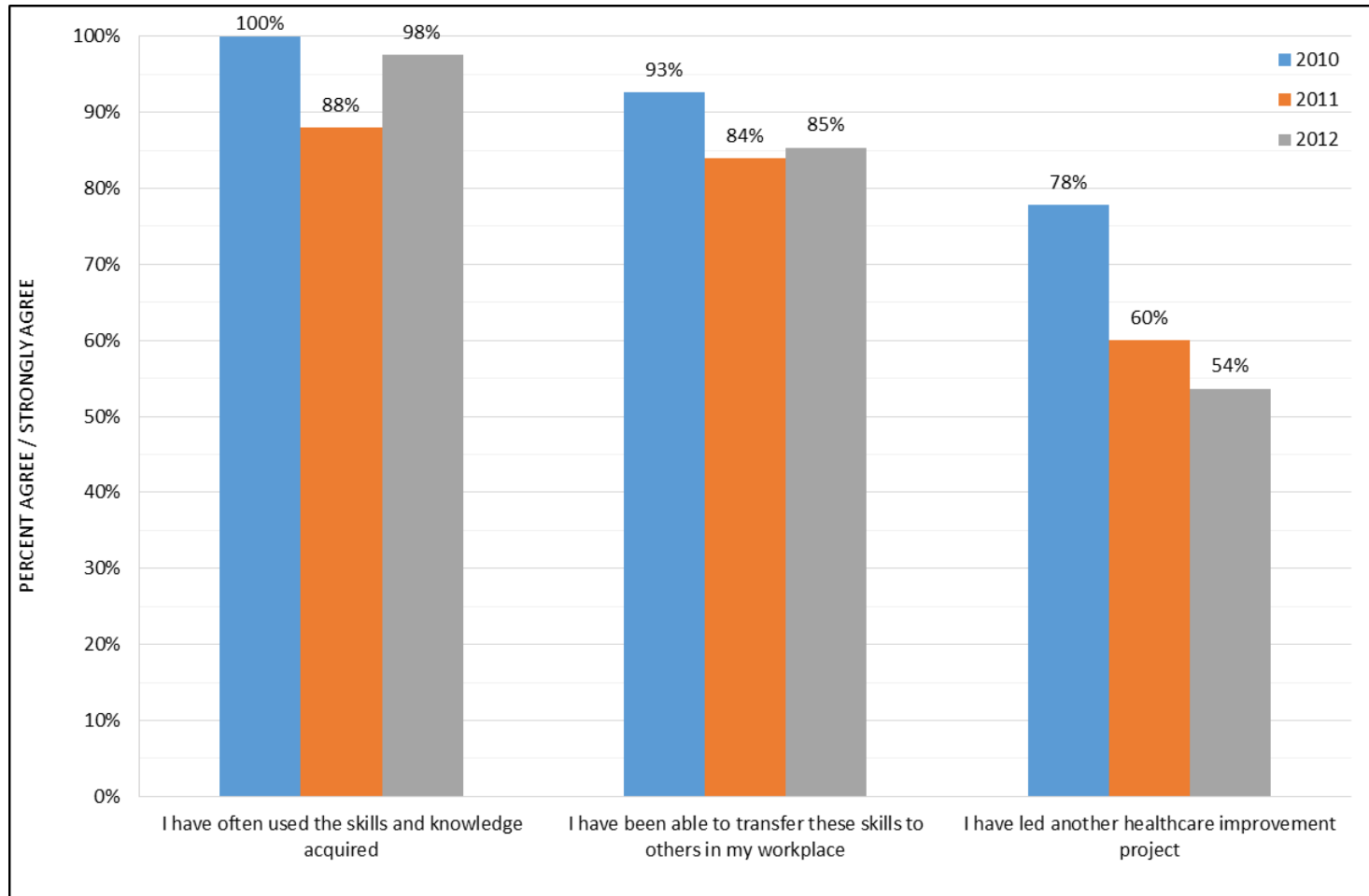


Source: CHR database. \*\*Difference between pre and post course assessments,  $p < 0.001$  (paired comparison t-tests)

**Figure 2 Participant (2012) pre and post self-assessments: Percent participants who know and could implement without assistance / are expert and able to teach the skill to others**



# Most Participants have been able to apply these new skills, transfer them and lead other projects



Source: Participants survey, (2010 n= 27, 2011 n=25, 2012 n=41)

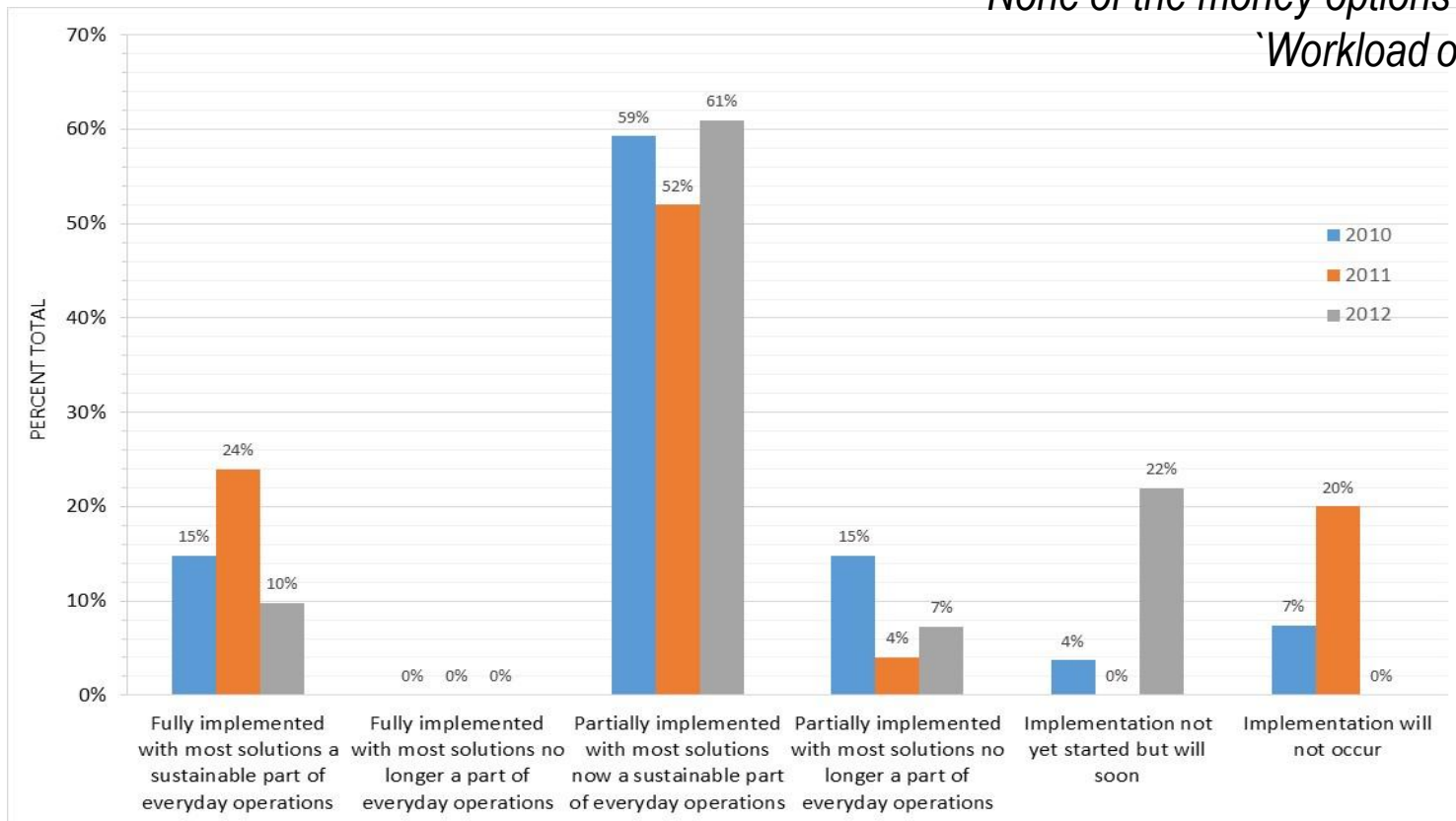
Figure 3 Subsequent use and transfer of knowledge and skills acquired during training by year of course

# CHR and LHDs/LHNs need to reinforce their partnership to strengthen project implementation

*'Delays have occurred due to staff availability to implement change'*

*'None of the money options were implemented'*

*'Workload overtook the project'*

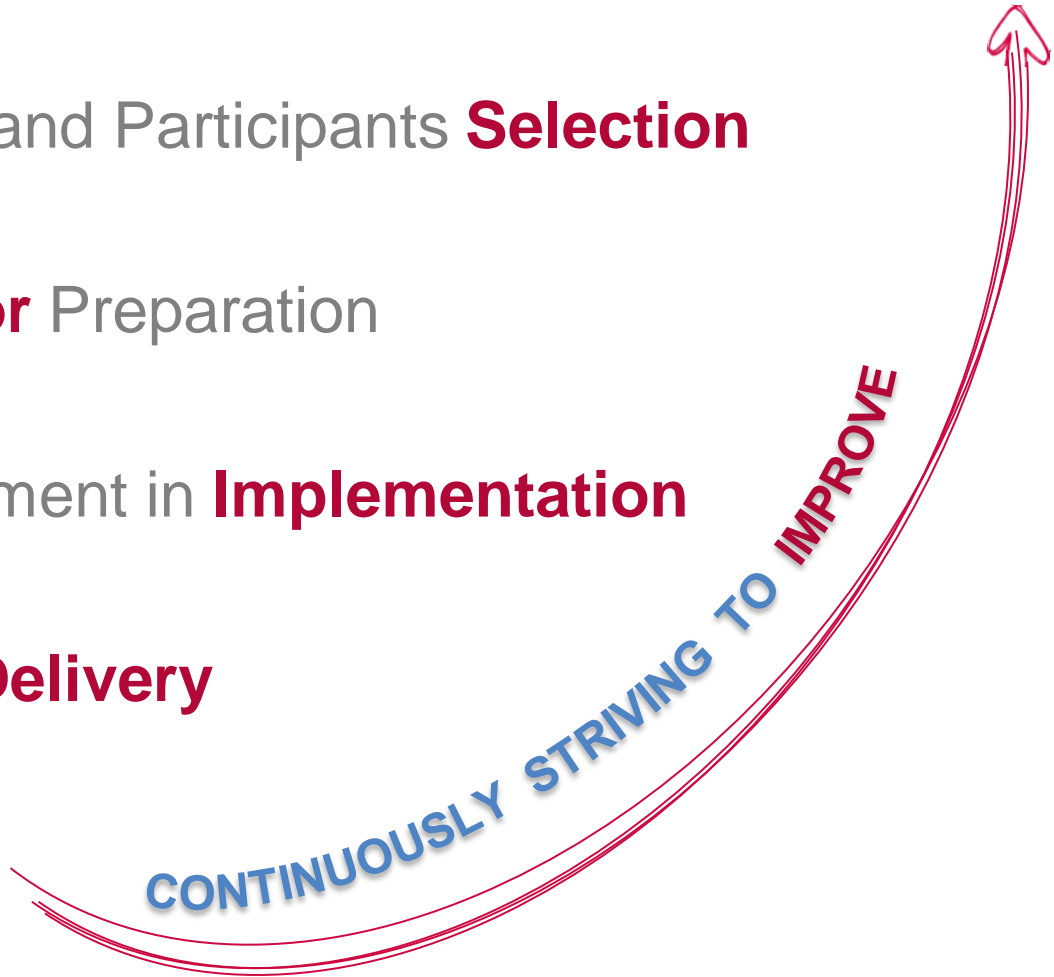


Source: Participants survey, (2010 n= 27, 2011 n=25, 2012 n=41)

Figure 4 Achievement of project goals: Percent total respondents

# Recommendations

- Strengthen **Partnerships**
- Improve Project and Participants **Selection**
- Improve **Sponsor** Preparation
- Increase involvement in **Implementation**
- Tweak **Course Delivery**





**Lea Kirkwood**

Program Manager,  
Centre for Healthcare **Redesign**  
Agency for Clinical Innovation

Tel +61 2 9464 4657

[Lea.Kirkwood@aci.health.nsw.gov.au](mailto:Lea.Kirkwood@aci.health.nsw.gov.au)

**Estelle Marque**

Centre for Healthcare **Redesign**  
Course Manager  
Agency for Clinical Innovation

Tel +61 2 9464 4670

[Estelle.Marque@aci.health.nsw.gov.au](mailto:Estelle.Marque@aci.health.nsw.gov.au)