

# Quick Guide to State-based Training Programs for Leading Service Improvement

## Background and purpose

Continuous service improvement and building staff capability for leadership of improvement initiatives are essential priorities for Local Health Districts and Speciality Health Networks in NSW. In addition to local capability building initiatives, there are a number of State based programs that focus on training NSW Health staff to undertake service improvement activities while developing strong leadership skills.

The Redesign Leaders, in consultation with Pillar representatives, have developed the following Service Improvement Matrix to support NSW Health staff in selecting an existing program or approach for capability development in leading service improvement

This matrix will:

- Provide clarification on the purpose, scope, and application of various programs which include service improvement components
- Identify the program structure and required commitment to support resource planning
- Link service improvement methodologies to current programs across NSW Health.

The Matrix aims to provide a quick reference and decision guide for all NSW Health staff, particularly for those working in management and leadership roles, who are seeking assistance in assessing the various and relevant service improvement methodologies currently promoted within NSW Health. It further supports users to draw comparisons between the applications of different methodologies to obtain the 'right fit' for their organisational activities. Several of these programs have a broader remit in that service improvement training forms part of a formal Leadership program.

This matrix will be beneficial for staff across all NSW Health organisations and, in particular, for Senior Leaders and Executives who can use it for strategising their capability and resource planning across their teams and directorates.

## Acknowledgements

This document was developed by the Redesign Leaders Network at the Agency for Clinical Innovation in consultation with:  
Clinical Excellence Commission (CEC);  
NSW Health Nursing and Midwifery Office (NaMo), and the  
Health Education Training Institute (HETI)

## Service Improvement Matrix

PROGRAM NAME	LEAD AGENCY	PROGRAM DETAIL	WHEN TO USE IT	PROGRAM STRUCTURE AND TIMEFRAME
Graduate Certificate in Clinical Redesign	Agency for Clinical Innovation (ACI)	<p>The <b>Centre for Health Care Redesign (CHR) Graduate Certificate Program</b> (the 'Redesign School') builds high level capability in project and change management, and service innovation and improvement.</p> <p>In partnership with the University of Tasmania (UTAS), the program aims to prepare participants to deliver large scale, cost effective and innovative change that is focused on improving the patient experience. . With a strong emphasis on contemporary best practice in change, innovation and improvement, the program incorporates a mixed-method model of delivery to enable NSW Health staff to complete an important workplace improvement project. The program incorporates strong diagnostic activities, stakeholder and sponsor engagement, innovative solutions design and the AIM methodology to achieve successful sustained implementation.</p> <p>Successful applicants are enrolled in UTAS through a scholarship program, with a 100% HECS Fee Waiver. Eligible students will receive the Graduate Certificate in Clinical Redesign, conferred through UTAS. For more information please follow the link below:</p> <p><a href="https://www.aci.health.nsw.gov.au/make-it-happen/centre-for-healthcare-redesign/chr-program">https://www.aci.health.nsw.gov.au/make-it-happen/centre-for-healthcare-redesign/chr-program</a></p>	<p>The program will be useful for projects that require a rigorous project management framework for complex, or larger scale projects of strategic priority. The program can be used to drive transformational and large scale change across services and systems, and for developing and implementing new models of care.</p> <p>At completion staff may be expected to lead capability development in their teams and in further redesign programs.</p>	<p>With 3 intakes per year, the Grad Cert Program is intensive. It includes:</p> <ul style="list-style-type: none"> <li>• A comprehensive eLearning program</li> <li>• 13 face to face workshops</li> <li>• Workplace coaching</li> <li>• Individual completion of an online UTAS unit</li> <li>• A workplace redesign project</li> </ul> <p>Applications are submitted as a project team, with 2-3 members considered ideal. Sponsor involvement through attendance and webinars is an expectation.</p> <p>The implementation phase continues following completion of the program.</p>
Accelerating Implementation Methodology (AIM)	ACI	<p>The <b>Accelerating Implementation Methodology (AIM)</b> provides action-based tools and tactics to maximise the rate of change and increase the likelihood of successful implementation. It focuses on identifying enablers and barriers to change, particularly from the human factors and providing practical tools and tactics to manage the barriers.</p> <p>For more information please follow the link below:</p> <p><a href="https://www.aci.health.nsw.gov.au/make-it-happen/centre-for-healthcare-redesign/accelerating-implementation-methodology-aim">https://www.aci.health.nsw.gov.au/make-it-happen/centre-for-healthcare-redesign/accelerating-implementation-methodology-aim</a></p>	<p>AIM is useful for all staff implementing small and large scale change initiatives, in both clinical and non-clinical environments. Particularly useful for teams implementing a change initiative.</p>	<p>This is a two day workshop provided in most LHD/SHNs and by the ACI. Varying numbers of workshops are provided in each LHD with a further 5 courses run at ACI catering to 20 participants/ program. Please contact your local Redesign Leader for more details:<a href="https://www.aci.health.nsw.gov.au/make-it-happen/centre-for-healthcare-redesign/redesign-leaders">https://www.aci.health.nsw.gov.au/make-it-happen/centre-for-healthcare-redesign/redesign-leaders</a></p>

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Foundational Clinical Leadership Program	Clinical Excellence Commission (CEC)	<p>The <b>Foundational CLP</b> covers the fundamental aspects of leading improvement initiatives within the NSW health system. The program is based on uniform state-wide content which is designed to be delivered and adapted locally by LHD based facilitators, who link in to a CEC-coordinated program for resource and program support. Experiential and multidisciplinary in nature, it is directed towards clinical staff leading teams who are committed to improving patient safety and quality using a person-centred approach. Participants are supported to design and implement a local, team-based improvement project as part of the program. The Foundational CLP aims to develop effective Clinical Leaders that:</p> <ul style="list-style-type: none"> <li>• Demonstrate a high level of clinical mastery</li> <li>• Build capability of clinical team</li> <li>• Advocate for patient safety and integrate system improvement into clinical care</li> <li>• Have insights into their own leadership style and its impact on others</li> <li>• Work effectively with a range of clinicians and managers</li> <li>• Use consensus development and vision to set, align and achieve goals</li> <li>• Resolve conflict and balance demands within the larger environment</li> </ul>	Useful to develop staff for succession planning and as a preparation for leading small scale projects.	<p>12 month program with up to 11 face to face days, dependent on the LHD/SHN program.</p> <p>Available training positions are dependent on LHD/SHN.</p>
Executive Clinical Leadership Program	CEC	<p>The <b>Executive CLP</b> is directed towards senior clinicians who have responsibility for leading programs and teams at an LHD or sector/network/department level. The program is delivered centrally in Sydney via modular workshops and participants are required to complete a high-level clinical improvement project as part of the program. Enrolment is facilitated with LHD executive sponsors, with a maximum of 40 participants per intake across the state. For more information on both CLP programs please follow the link below:  <a href="http://www.eih.health.nsw.gov.au/initiatives/clinical-leadership-program">http://www.eih.health.nsw.gov.au/initiatives/clinical-leadership-program</a></p>	To develop senior leaders, for individual professional development, enhancing their capability as project leads using CPI methodology for small to medium size projects.	<p>Offered twice a year. 12 days in total – 6 x two day workshops over a 12 month period.</p> <p>Offered to 2 participants from each LHD/SHN per cohort (72 in total/year).</p>
Improvement Science Workshops	CEC	<p>Provides training in <b>Improvement Science</b> methodology to address a problem or issue that participants have identified as affecting patient outcomes. Participants are expected to undertake a project to address a problem, with the ultimate aim being to improve patient outcomes, care or patient experience. The modules are offered as the methodology for the Foundational and Executive Clinical Leadership Programs as well as the Royal Australasian College of Physicians and at a local LHD/SHN level. For more information please follow the link below:  <a href="http://www.eih.health.nsw.gov.au/initiatives/clinical-practice-improvement-training-program">http://www.eih.health.nsw.gov.au/initiatives/clinical-practice-improvement-training-program</a></p>	This stand-alone course provides a repeatable methodology that is useful to support incremental change, while developing capability of staff.	<p>Involves pre-reading, online e-learning modules, a two day face to face workshop, a midpoint review at 6 months and a final presentation to the Executive of LHD / SHN.</p> <p>Available training positions are dependent on the LHD / SHN.</p>

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Essentials of Care	Ministry of Health: Nursing and Midwifery Office (NaMo)	<p>The <b>Essentials of Care (EoC) Program</b> provides nurses and midwives with a method to explore and understand current clinical practice environments that enhance patient care, teamwork, and individual work satisfaction. It is underpinned by the principles of transformational practice development and is implemented over a two year evaluation cycle. It enables new ways of working that are values and evidenced-based. The central role of skilled facilitation is critical to the implementation of EoC.</p> <p>For more information please follow the link below:  <a href="http://www.health.nsw.gov.au/nursing/projects/Pages/eoc.aspx">http://www.health.nsw.gov.au/nursing/projects/Pages/eoc.aspx</a></p>	For nursing wards / units to engage staff in a collaborative and participative program to reflect on current practice and workplace culture at the ward/unit level.	Once a person volunteers to become a facilitator, they will be involved in a comprehensive and ongoing facilitation development program over a 12–18 month period
Take the Lead 2	NaMo	<p>A customised, individual leadership program designed specifically for Nursing/Midwifery Unit Managers and Nursing/Midwifery Managers who manage clinical units or wards. The program aims to increase the knowledge of managing for performance and will assist in transforming management both personally, and those in their units into high performing teams.</p> <p>For more information please follow the link below:  <a href="http://www.health.nsw.gov.au/nursing/projects/Pages/take-the-lead-2.aspx">http://www.health.nsw.gov.au/nursing/projects/Pages/take-the-lead-2.aspx</a></p>	Individual leadership program for nursing/midwifery managers who have at least 12 months experience in a management position.	Run over two years with a total of 5 face to face days (Sydney). Initial 2 days, with one day review workshops at 7, 13, & 25 months. Involves action learning sets, monthly collaborative coaching, webinars and online interactive sessions.
Productive Ward	NaMO	<p>The Productive Ward program enables teams to work towards transforming their ward/unit with a focus on 'Releasing time to Care.' Teams work to remove waste activities from daily care processes and re-invest saved time into making care more interactive, reliable and safe thereby creating better outcomes for patients/clients. The program is a modular-based, self-directed quality improvement initiative that teaches staff how to assess and redesign the way they work.</p> <p>For more information please follow the link below:  <a href="http://www.heti.nsw.gov.au/Programs/Leadership/">http://www.heti.nsw.gov.au/Programs/Leadership/</a>  <a href="https://www.qualitasconsortium.com/">https://www.qualitasconsortium.com/</a></p>	Nursing and Midwifery teams in Mental Health units	Over 12 months with face to face workshops and online webinars which involve workplace assessment and timesaving activities and action planning to improve the use of time.
NSW Health Leadership Program (HLP) and HETI Rural Clinical Team	HETI	<p>For details on HETI Leadership programs and other leadership and management programs please see:</p> <ol style="list-style-type: none"> <li>Leadership</li> </ol> <p><a href="http://www.heti.nsw.gov.au/Programs/Leadership/">http://www.heti.nsw.gov.au/Programs/Leadership/</a></p>	NSW HLP is 12 month organisationally focused inter-professional leadership program. It involves change at the individual, team and	

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Leadership program		2. Management Development <a href="http://www.heti.nsw.gov.au/Programs/Management-Development/">http://www.heti.nsw.gov.au/Programs/Management-Development/</a>	system level. Work on executive sponsored local strategic challenges are the vehicle for leadership development.	