Graduate Certificate Healthcare Redesign

Pre-Course Information 2024

NSW GOVERNMENT

AGENCY FOR CLINICAL INNOVATION
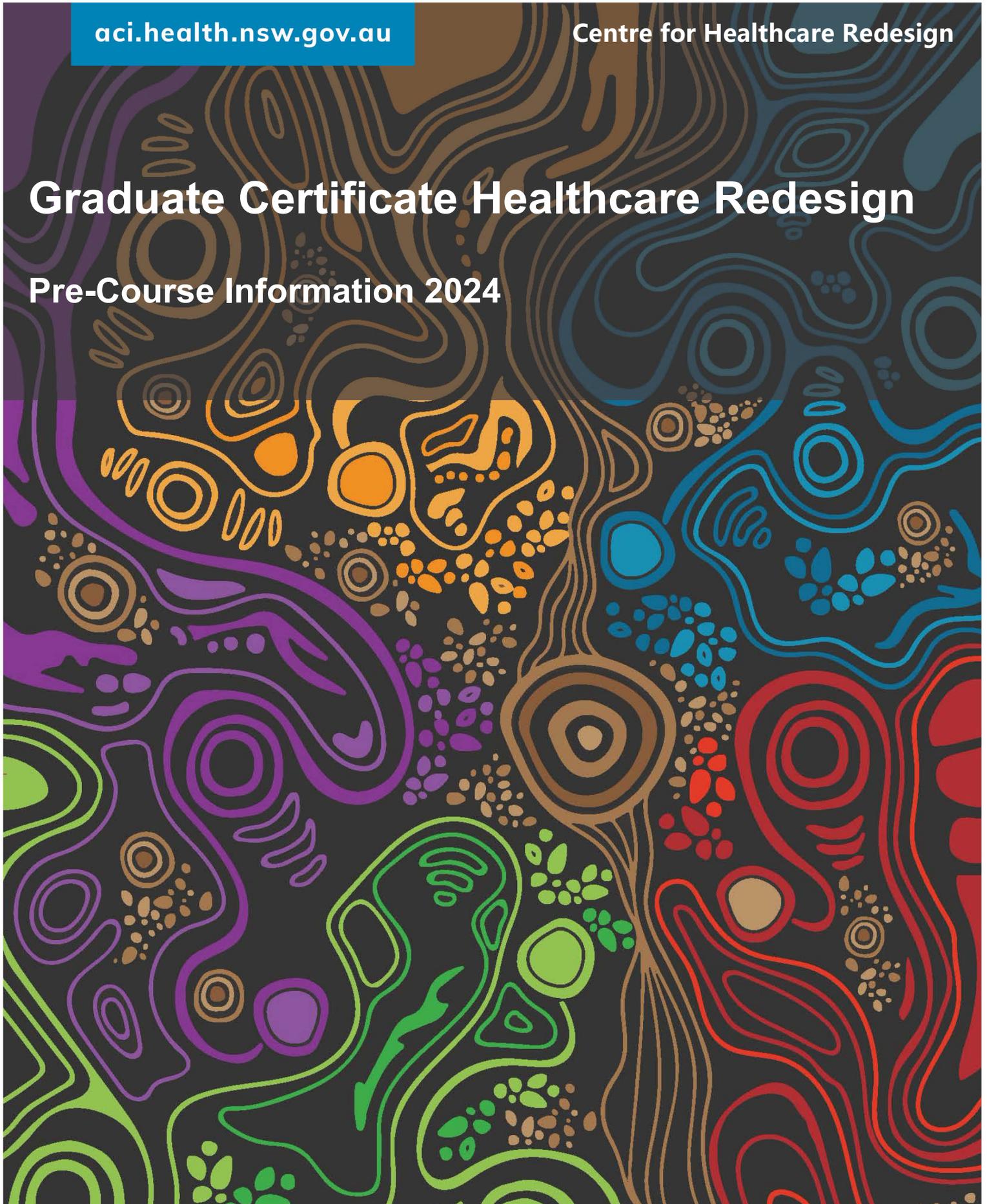
About the artist and artwork

This artwork represents the learning pathway through the Redesign Methodology and was commissioned for the Redesign School.

Kamilaroi/Gamilaraay man Dennis Golding is a Sydney-based artist and also works as the First Nations Creative Producer at Australian Design Centre.

The Agency for Clinical Innovation (ACI) works with clinicians, consumers and managers to design and promote better healthcare for NSW. It does this by:

- *service redesign and evaluation* – applying redesign methodology to assist healthcare providers and consumers to review and improve the quality, effectiveness and efficiency of services

- *specialist advice on healthcare innovation* – advising on the development, evaluation and adoption of healthcare innovations from optimal use through to disinvestment

- *initiatives including guidelines and models of care* – developing a range of evidence-based healthcare improvement initiatives to benefit the NSW health system

- *implementation support* – working with ACI Networks, consumers and healthcare providers to assist delivery of healthcare innovations into practice across metropolitan and rural NSW

- *knowledge sharing* – partnering with healthcare providers to support collaboration, learning capability and knowledge sharing on healthcare innovation and improvement

- *continuous capability building* – working with healthcare providers to build capability in redesign, project management and change management through the Centre for Healthcare Redesign.

ACI Clinical Networks, Taskforces and Institutes provide a unique forum for people to collaborate across clinical specialties and regional and service boundaries to develop successful healthcare innovations.

A priority for the ACI is identifying unwarranted variation in clinical practice and working in partnership with healthcare providers to develop mechanisms to improve clinical practice and patient care.

aci.health.nsw.gov.au

Contents

The course

1. Introduction to the Centre for Healthcare Redesign

The Centre for Healthcare Redesign (CHR) was established as a key strategy to support the growth of Redesign programs and therefore contribute to the Healthcare Quadruple Aim[1]:

- improving the patient experience of care
- improving the staff experience of delivering care
- improving the health of populations
- reducing the per capita cost of healthcare.

The role of the CHR, as part of the Agency for Clinical Innovation (ACI), is to provide skills and knowledge for staff across the healthcare system primarily in the areas of:

- innovation
- redesign
- project management
- change management.

CHR offers capability development programs and resources which include:

- the Graduate Certificate Program ('Redesign School')
- change management training (Accelerating Implementation Methodology – AIM)
- redesign training programs
- My Health Learning modules and recognition
- a network of redesign leaders

The CHR values align with the core NSW Health values: collaboration, openness, respect, and empowerment.

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[1] The Quadruple Aim is an ongoing initiative from the Institute for Healthcare Improvement (IHI) and has been adopted by the ACI.

2. Graduate Certificate Healthcare Redesign program

The CHR has been delivering a statewide redesign and project management program for health professionals since 2007. Through this program, the CHR supports 'building capability resulting in measurable changes in health outcomes' and aims to:

- enhance workforce capacity to undertake redesign projects within the NSW Health system.
- promote, develop, and strengthen networks across functional and regional areas.
- integrate patient-centred healthcare delivery.[2]

The Graduate Certificate Healthcare Redesign program is an intensive program that is delivered in partnership with the University of Tasmania (UTAS). It is designed to be scalable and adaptable, accommodating all areas of healthcare delivery.

Structured as a 12-month program, it delivers "just-in-time" learning for immediate application and aligned with university semester schedules. To get the most out of the program, projects require comprehensive scoping and committed resource allocation to ensure they are achievable, and objectives are met. Larger-scale projects are accommodated in the program and can be an effective way to design and test a solution in a complex change in readiness to scale across the district or wider. In these cases, we recommend sponsors adopt this phased approach, enabling students to manage scope and apply their acquired knowledge to achieve early success.

The program incorporates eLearning, face to face and virtual delivery to enable NSW Health staff to complete an important workplace redesign project. This applied learning means that participants have an opportunity make real change, while acquiring skills that will be used throughout their career. It includes:

- enrolment in the Graduate Certificate Healthcare Redesign
- a comprehensive eLearning program (via My Health Learning)
- 14 face to face/virtual educational sessions
- workplace coaching
- a workplace redesign project
- an online unit based on translational research, delivered by the UTAS.
- ongoing study opportunities with UTAS.

Successful completion of the program culminates in students earning a university qualification, with a celebratory event marking the culmination of this transformative journey approximately 12 months after its commencement.

The Redesign Graduate Certificate Program, or Redesign School, will be running three cohorts across 2024. To align and respond to system need we are working with key partners and offering a specific Surgery Access theme for the third cohort of 2024, commencing late June.

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[2] The ACI Strategic Plan 2023 – 2026 can be accessed here:
https://aci.health.nsw.gov.au/__data/assets/pdf_file/0006/815685/ACI-Strategy-2023-2026.pdf

In accordance with NSW Health's commitment to 'an environmentally sustainable footprint' (Future Health Strategy 2022-32), all cohorts will be challenged to consider environmental impacts and opportunities.

Redesign methodology

Using proven Redesign methodology, frontline staff can identify issues impacting patient experience, then develop and implement sustainable change processes to improve the way healthcare is delivered and experienced, benefiting patients, carers, and staff.

Participants, projects, and achievements

Since 2007, over 800 participants have graduated from the CHR redesign program, implementing over 350 redesign projects. These projects include high profile and statewide initiatives such as:

- emergency department models of care and access
- Hospital in the Home
- integrated care
- Leading Better Value Care.

More information about these projects is available through the Innovation Exchange.

3. Where does the Grad Cert program fit in the project lifecycle?

Grad Cert program project timeline

Project idea → 2–3 months (Initial formulation CHR application) → 5 months (CHR Grad Cert program face to face) → Implementation plan → 4–12 months (Project implementation and UTAS subject — Objectives met, evaluation and graduation)
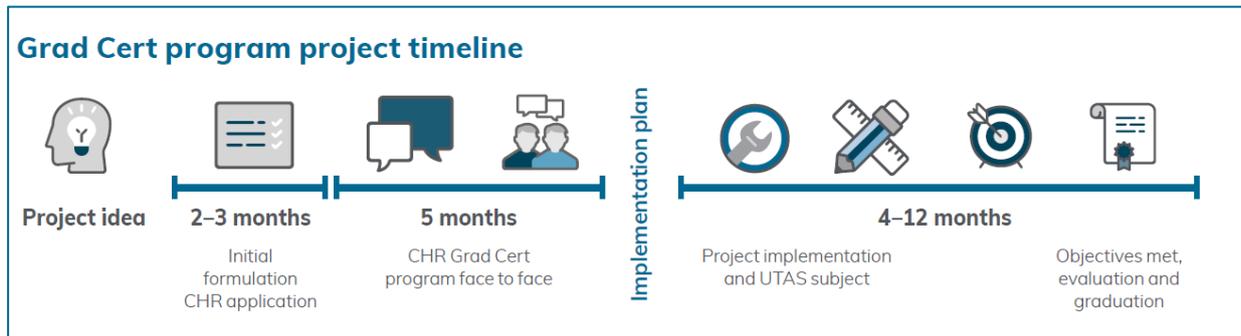
Project idea

Projects best suited to the Redesign methodology are improvement projects that align with the strategic goals of the organisation that impact on patient outcomes and experience. Project teams and sponsors will identify a high priority and measurable problem to solve in their organisation.

Initial formulation

Once the need for change is identified, staff should start defining the project. This includes determining the overall goal, who will manage the project and structure of the project team. The application form offers a list of criteria to consider prior to starting the project.

CHR application

Staff who regularly manage projects or wish to make significant workplace changes, but don't have formal training on project or change management, will greatly benefit from participating in the program.

Participants are nominated from each local health district or specialty health network on the recommendation of the local executive. Staff are encouraged to apply in teams of two or three participants (max of four), including at least one member of each area impacted by the change. For example: if the project addresses issues for patients with a mental illness when presenting to the emergency department, the team should include at least a staff member from the mental health service and one from the emergency department.

Your application will need to be reviewed by your department manager, project sponsor and local Redesign leader.

If you're considering applying but unsure of the **suitability** of your project or the **commitment** required for the program, **talk** to your **Redesign leader** or a past participant.
Please note: the award of Graduate Certificate Healthcare Redesign has university related eligibility criteria.

Students are required to have:
- Australian citizenship or permanent residency

- an **undergraduate degree** of an Australian higher education institution or the equivalent standard in any other institution, **or**
- **significant experience** in the health sector
  - If you don't have a tertiary qualification, you'll be asked to provide a summary of your current role and previous health sector experience, as well as a current CV.

Redesign leaders are also asked to discuss this requirement **prior to submitting an application** and advise CHR accordingly. Please note each applicant will be reviewed by the university on an individual basis and admission cannot be guaranteed.

If you have any questions or concerns regarding your eligibility to enrol, please contact: ACI-CHR@health.nsw.gov.au

Graduate Certificate Healthcare Redesign program

The program provides the learning component to execute a successful project. The program takes participants through the different steps of redesign project management, from initiation through to planning evaluation.

The program requires a **considerable time commitment,** and we strongly advise that participants are **backfilled for at least two days a week for the entire project duration.** This is dependent on the scope of the project – large projects require full time commitment to underpin success. In addition, participants are also required to undertake some study in their own time. Local Redesign leaders provide valuable support in coaching participants to achieve a strong implementation plan and tools for successful change management.

Project implementation

Successful project implementation is key in achieving project objectives. During this phase, participants are accountable to their organisation for the successful implementation of their project. This phase is also highly time-consuming, and participants are required to be backfilled until their changes are 'business as usual'. In this phase Redesign leaders continue to provide coaching, while the project sponsor plays a key role in accelerating the implementation.

UTAS online study unit

The unit *Translational Research and Health Service Innovation* (CAM538) is delivered solely by UTAS and studied online to offer maximum flexibility for the student. This unit of study requires approximately **six to eight hours of dedicated self-study per week** as it is generally not backfilled. The purpose of the unit is to transfer learnings gained from the project and research into the workplace.

Objectives met - evaluation and graduation

Objectives are usually met 4 to 12 months after the end of the CHR component of the program. This can vary significantly depending on a number of factors such as the scope of the project, availability of resources and the involvement of the sponsor. Successful

participants will present their achievements to date during the graduation day and obtain a Graduate Certificate in Healthcare Redesign.

Continuous improvement

The redesign process is part of continuous improvement activities. Projects, goals, and objectives should be constantly revaluated to ensure the systems meet the demand and progress towards achieving the Quadruple Aim:

- improving the patient experience of care
- improving the staff experience of delivering care
- improving the health of populations
- reducing the per capita cost of healthcare.

4. Key program roles and responsibilities

Program participant

The project manager and team members for the local team are in charge of project activities during the program and accountable for following the methodology through the life of the project, including the implementation and evaluation of solutions.

Program participants requirements:

- Attend all ACI workshops and the graduation day.
- Be approved for **backfilled project time of at least two days per week** (according to project scope). This is fundamental to allow successful project implementation and to meet the learning objectives of the Graduate Certificate.
- Complete all pre-course requirements and deliverables in a timely manner.
- Share ideas and learning to create a mutual support network for change.
- Implement their project solutions.

The project team will have the support of their organisation, maintain open communication and network at a senior level within the organisation.

Project sponsor/s

The project sponsor is someone at a senior level who has the authority to direct change. Their role is to legitimise and demonstrate ownership for the change. As such, the project sponsor will work closely with the project manager to ensure:

- appropriate scope and goal setting in line with organisational strategic goals
- allocation of resources and project budget
- regular scheduled monitoring of progress and approval for project milestones and deliverables
- senior level commitment and sponsorship by senior executive teams
- facilitation and resolution of issues at senior levels
- reinforcement of expected new behaviours.

In support of their project team, sponsors are **required** to attend the following sessions:

- first face to face day (project initiation)
- sponsor webinars and teleconferences

- ACI graduation day

Centre for Healthcare Redesign course facilitators

The CHR course facilitators create:
- a challenging experience where you will learn and develop new capabilities in redesign, change and project management.
- an opportunity to learn from, and be coached by, recognised experts in the redesign field (coaching and mentoring will be provided by ACI program facilitators and Redesign leaders)
- a learning culture supported by coaching and online educational resources and templates.
- opportunities for knowledge transfer.

Redesign leaders

The Redesign and Innovation Network consists of experts in project and change management across all local health districts and networks. The Redesign leaders play an active role in supporting the CHR program and participants by:
- identifying optimal projects and participants to attend the program.
- coaching and mentoring the participants and projects from their local health district, specialty health network or organisation.
- contributing directly to the CHR component delivery by facilitating individual sessions with participants and providing expert feedback on their presentations and deliverables.
- facilitating networking within and across clinical and geographical boundaries.
- linking participants with other relevant projects or initiatives.

5. Course structure

The content of the program is based on project management, change and redesign methodology and delivered in partnership with UTAS. The Grad Cert will be awarded following the successful completion of four units.
- Three units are delivered by the ACI in Sydney and are equivalent to UTAS units: Introduction to Healthcare Redesign (CAM554), Diagnostic and Analysis (CAM509) and Solutions and Implementation (CAM510).

- The fourth unit, Translational Research and Health Service Innovation (CAM538) is delivered entirely by UTAS via their online platform. This unit is delivered over approximately 13 weeks and requires approximately 6-8 hours of self-study per week.

Participants who successfully complete all the course requirements and manage their improvement project until its completion are eligible to receive a Graduate Certificate in Healthcare Redesign, conferred through UTAS.

Section 1
The first section of the program consists of five phases held over a 20-week period (in addition to the UTAS semester). Each workshop at ACI follows the same structure.

PREPARATION
Independent completion of the related eLearning modules prior to the start of each workshop.

FACE TO FACE/VIRTUAL WORKSHOPS
Face to face and virtual sessions are practical learning workshops that provide an opportunity to discuss and apply theory as well as discover further tools and techniques for applying redesign. These workshops further develop the theoretical and practical skills and knowledge needed to undertake specific tasks related to each stage of the redesign initiative.

PROJECT
Individuals and teams will focus on developing their chosen initiative and putting their new skills and knowledge into practice. The local Redesign leader generally provides practical support and ongoing coaching in the methodology and there is an expectation of strong commitment and involvement from the project sponsors.

DELIVERABLES
There are deliverables required for each phase (outlined in the deliverables calendar) with a team submission to UTAS. The reports will detail the practical application of the methodology to the projects. The reports are due at the end of each phase (as per calendar) and must be signed off by the sponsor. Reports are assessed against the learning outcomes and feedback is provided to help strengthen initiatives and achieve objectives.

PRESENTATIONS
At each phase (from diagnostics onwards) project teams deliver a seven-minute presentation on the status of their initiative. This occurs on the first morning of each workshop. Formative feedback is provided by senior management and executive staff.

Section 2
The second section of the program is focused on the implementation of the project. Participants and sponsors will test their solutions and implement their project until it is considered 'business as usual'. After evaluation, participants are encouraged to submit an application for a local award in the relevant category. During this phase participants will also undertake the online UTAS unit CAM538.

Upon successful completion of the course, participants will be invited to an ACI graduation day where they can present their project to their fellow cohort, sponsors, and Redesign leaders.

6. Cost

There will be no cost incurred for participants regarding the award of the Graduate Certificate. The ACI will cover all costs related to the delivery of all teaching and eLearning modules. Local health districts are required to cover all costs associated with travel and accommodation for nominees to attend the program and their associated backfill.

UTAS Scholarship: If students enrol in the Graduate Certificate and meet the eligibility criteria, they will receive a 100% HECS-fee waiver. This covers all study costs and the student services administrative fee (SSAF). *The exception of this scholarship is that if a student fails a*

required unit, the scholarship will not fund their reattempt. Therefore, if the student chooses to study the unit again to obtain the Graduate Certificate, they will be required to pay the student contribution for that unit.

7. 2024 calendar

Please find below the workshop and other important dates. Workshops are held either virtually or at the ACI in St. Leonards and attendance is mandatory for participants wishing to graduate.

Session	CHR 2024.01	CHR 2024.02	CHR 2024.03
Applications open	02 October 2023	27 November 2023	4 March 2024
Applications close	27 November 2023	05 February 2024	15 April 2024
Project initiation and start up workshop	6-8 February 2024 Face to face	30 April- 02 May 2024 Face to face	18-20 June 2024 Face to face
Diagnostics workshop	5-7 March 2024 Face to face	4-6 June 2024 Face to face	23-25 July 2024 Face to face
Solution design workshop	14, 16-17 May 2024 Virtual	13, 15-16 August 2024 Virtual	10, 12-13 September 2024 Virtual
Implementation workshop	25-27 June 2024 Face to face	17-19 September 2024 Face to face	29-31 October 2024 Face to face
Sustainability and evaluation workshop	30-31 July 2024 Virtual	23-24 October 2024 Virtual	4-5 December 2024 Virtual
UTAS translational research (online only – no face to face)	Semester 2 22 July 2024	Spring School Extended 4 November 2024	Semester 1 February 2025
Graduation day and final presentations	December 2024	May 2025	August 2025

8. Redesign contact list

Organisation	First Name	Last Name	Email address
Ambulance Service	Anna	Rozario	Anna.Rozario@health.nsw.gov.au
Central Coast	Tina	Vickery	Tina.Vickery@health.nsw.gov.au
Far West	Chelsea	Edwards	Chelsea.Edwards1@health.nsw.gov.au
Hunter New England	Kathryn	Reilly	Kathryn.Reilly@health.nsw.gov.au
Illawarra Shoalhaven	TBC		
Justice Health and Forensic Mental Health Network	Allison	Preobrajensky	Allison.Preobrajensky@health.nsw.gov.au
Mid North Coast	Lisa	Coombs	Lisa.Coombs@health.nsw.gov.au
Murrumbidgee	TBC		
Nepean Blue Mountains	Dawn	Hutley	Dawn.Hutley@health.nsw.gov.au
Northern NSW	Lynn	Hopkinson	Lynn.Hopkinson@health.nsw.gov.au
Northern Sydney (Ryde)	Catherine	Jones	Catherine.Jones3@health.nsw.gov.au
Northern Sydney (Hornsby)	Nada	Mirkovic	nada.mirkovic@health.nsw.gov.au
Northern Sydney (RNS)	Elizabeth	Bryan	Elizabeth.Bryan@health.nsw.gov.au
NSW Health Pathology	Tracey	Cambourn	Tracey.Cambourn@health.nsw.gov.au
NSW Health Pathology	Nicole	Manning	Nicole.Manning@health.nsw.gov.au
South Eastern Sydney	Christie	Graham	Christie.Graham@health.nsw.gov.au
South Eastern Sydney	Daniela	Feuerlicht	daniela.feuerlicht@health.nsw.gov.au
South Western Sydney	Karen	Phillips	karen.phillips2@health.nsw.gov.au
Southern NSW	TBC		
St Vincent's Health Network	Sarah	Sweeney	sarah.sweeney@svha.org.au
St Vincent's Health Network	Francesca	Schiavuzzi	francesca.schiavuzzi@svha.org.au
Sydney	Dimitra	Kaldelis	Dimitra.Kaldelis@health.nsw.gov.au
Sydney	Barbye	Castillo	Barbye.Castillo@health.nsw.gov.au
Sydney Children's Hospital Network	Emma	Dickins	Emma.Dickins@health.nsw.gov.au
Western NSW	TBC		WNSWLHD-ServiceDelivery@health.nsw.gov.au
Western Sydney	Hayley	Manyu	hayley.manyu@health.nsw.gov.au
Western Sydney	Darnel	Murgatroyd	Darnel.Murgatroyd@health.nsw.gov.au
Western Sydney	Emma	Clarke	Emma.Clarke1@health.nsw.gov.au