

Redesign Capacity Enhancement Project

Enhancing staff capacity to develop, plan and implement improvements, redesign or innovation

"I had no idea what I was doing when I was asked to lead the project"

"I didn't know what tools were available or who the right people were to go to for help"

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Case for change

The existing process for support of improvement projects, redesign or innovation within the Western NSW Local Health District (WNSWLHD) is not efficient or effective.

There is limited knowledge and understanding of how to determine the best pathway for service improvement ideas or projects. There is no way to track completed projects and a lack of cohesion, integration and staff understanding of the existing systems has led to projects not being undertaken efficiently or effectively. Therefore scarce resources have been wasted and improvements not fully realised or sometimes even implemented at all. This results in patients not receiving the best care they could.

Goal

Facilitate an integrated approach within WNSWLHD that enhances staff capacity to develop, plan and implement improvement, redesign or innovation, to lead to improved patient experience and outcomes, improved staff experiences and more efficient provision of care.

Objective

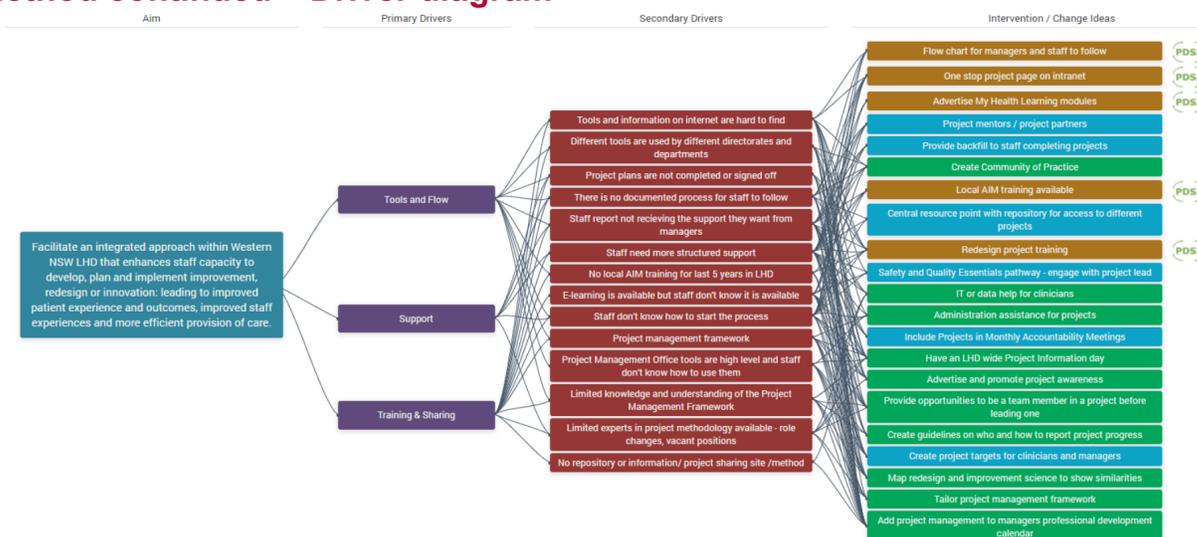
Staff will be able to find what they need to complete projects. This may be help with finding the right tools, accessing the right data or guidance from a project expert. They will know who to ask and how to find it. More projects will be completed that improve patient care outcomes and patient experiences.

Method

A number of different tools were used to gauge the extent of the problem, the improvements needed and the potential solutions. These included:

- 192 targeted staff were surveyed
- 3 semi structured interviews were attended
- Process mapping with 6 departments or directorates
- Regular working group meetings
- External data sourcing and collecting
- Informal conversations
- Regular steering committee meetings
- Project progress tabled at Quality Advisors Community of Practice.

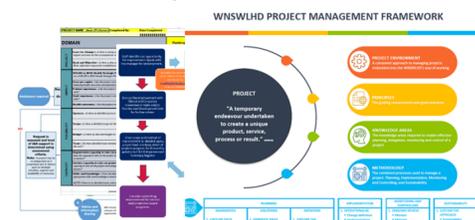
Method continued – Driver diagram



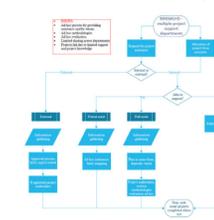
Results

This project has been postponed due to the COVID-19 outbreak in WNSWLHD and has not progressed to project results.

- ✓ Currently the project team are reviewing a number of different flow charts and project matrix documents from other LHDs and our Project Management Office. The challenge is to create a process that the different directorates will use & support.



6 different processes were mapped in WNSWLHD due to silos and structures, but there are more. Making a high level map difficult to complete.



- ✓ 2 day face-to-face AIM workshops are scheduled in Western NSW for April & August 2022 - 3 staff completed Train the Trainer.
- ✓ Initial discussions have occurred with the communications team in regards to intranet space for the flow chart and a communication strategy for the roll out of the tasks.

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 Redesign Capacity Enhancement Steering Committee

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64% of staff surveyed did not understand the role of the Project Management Office

27 staff attended redesign training outside WNSWLHD 2016 – 2021. This is **0.34%** of the total workforce (7716 workforce head count at June 2020)

Only 30% of staff surveyed had read or used the project management framework

0 local AIM or redesign training programs provided in WNSWLHD 2018 - 2021

Despite documents being available on the intranet, they are not used. Despite My Health Learning courses being available, they are not completed at high numbers.

255 staff have completed local face to face Improvement Science workshops in the last 5 years – This is **3.3%** of the total workforce (7716 total workforce as at June 2020)

Diagnostics

Sustaining change

Trained LHD staff who are able to present AIM training locally will increase capacity across the LHD.

Engaging with the existing Quality Advisors Community of Practice, rather than commencing a new Community of Practice, engages experts and support.

Staff list intranet available to provide support to staff.

Ongoing communication strategies within WNSWLHD.

Conclusion

The Redesign Capacity Enhancement Project is a valuable piece of work for WNSWLHD. This will continue to be an ongoing project. It not yet ready to be evaluated or transferred to other LHDs or settings. With changes of staffing due to COVID-19, many people are not back in their substantive positions. Both project leads took secondments in 2021 and have been unable to move forward with the project at the pace it was originally planned. With most of the District heading to business as usual, in January 2022 time will be able to be quarantined for this project.

