



SWSLHD Improvement Science Learning Pathway

Table of Contents

Introduction.....	2
Transforming Your Experience	2
Clinical Governance Framework 2020-2023 and Quality Plan 2020-2023.....	2
Improvement Science	3
Governance	3
Monitoring and Reporting	5
SWSLHD Improvement Science Learning Pathway (the Pathway)	5
SWSLHD Implementation Plan for Improvement Science.....	6
Phase 1: Foundational Level 1 (A) Orientation to SWSLHD	6
Phase 1: Foundational Level 1 (B) from induction to 6 months at SWSLHD	7
Phase 2: Intermediate Level 2 (12 months at SWSLHD)	8
Phase 3: Advanced Level 3	10
Phase 4: Executive Level 4	13
Improvement Science Alumni.....	13
References.....	14



Introduction

South Western Sydney Local Health District (SWSLHD) Vision: *Leading care, healthier communities*

SWSLHD is amongst the most rapidly growing health districts in NSW and is projected to grow to more than a million people in the next decade. It covers a vibrant, culturally diverse region, with 51% its population speaking a language other than English at home.

SWSLHD seeks to provide a health care service that is patient focused, safe, equitable and responsive to the rapidly developing needs of the communities in SWSLHD. Improvement Science is a tool to achieving this goal. The training provides staff with access to a learning pathway which builds on their knowledge, skills and capabilities to ensure that Improvement Science becomes embedded in *business as usual* within SWSLHD.

Transforming Your Experience

SWSLHD has made significant gains in terms of patient care, safety and quality however in the true vision of “leading care, healthier communities”, there are always opportunities for improvement. SWSLHD has identified improvements to the patient and staff experience, underpinned by outstanding leadership, as the primary drivers to transform the organisation. Improvement Science methodology is one of the primary drivers identified which can transform the experience of SWSLHD health workers, and subsequently health consumers, while ensuring the CORE values (Collaboration, Openness, Respect and Empowerment) are upheld.

In 2017 SWSLHD launched the Transforming Your Experience (TYE) strategy. The Transforming Your Experience (TYE) Strategy is our road map to positively transform how our patients, consumers, staff and communities experience our organisation and services. The Strategy provides us with a clear direction for working together to deliver safe and quality health services and build the health of our communities – now and into the future.

The key focus of Transforming Your Experience are:

1. Consistent delivery, quality and safe care
2. Personalised, individual care
3. Respectful communication and genuine engagement
4. Effective leadership and empowered staff

Clinical Governance Framework 2020-2023 and Quality Plan 2020-2023

The Framework and Quality Plan outlines the need for a consistent approach to Improvement Science education, quality improvement and safety within SWSLHD. Proactive development of staff knowledge, skills and capabilities is



fundamental to support clinical governance, where safety is everybody's responsibility. Embedding Improvement Science in our business as usual mindset will enable all staff to speak up for safety.

Improvement Science

The Clinical Excellence Commission (CEC) defines Improvement Science methodology as a framework that guides staff to effectively plan, undertake and evaluate an improvement project. The framework is guided by the Institute of Healthcare Improvement's (IHI) "*Model for Improvement*".

Governance

The Improvement Science Learning Pathway outlines SWSLHD's approach to develop and support individuals and teams as well as those aspiring to become Improvement Science Coaches. The Pathway applies to all professions and disciplines employed within SWSLHD enabling all staff to undertake quality improvement initiatives and projects. Governance for the Learning Pathway jointly sits with the District Clinical Governance Unit (District CGU) and the Centre for Education and Workforce Development (CEWD). This includes monitoring of progress, maintaining currency of the curriculum, and supporting Facilities and Services in the implementation of the Learning Pathway. The following roles and responsibilities further clarifies the governance of the program.

District Clinical Governance Unit (CGU)

The District CGU will:

- Provide joint oversight to the program schedule
- Assess the overall program completion rate at various levels of the pathway, make recommendations and develop strategies to further strengthen the Learning Pathway in collaboration with CEWD
- Participate in the delivery of the program
- Provide support to SWSLHD Improvement Science Coaches
- Publish relevant information and resources in relation to the Improvement Science Learning Pathway in SWSLHD

Centre for Education and Workforce Development (CEWD)

CEWD will:

- Provide the educational expertise to assist in building capabilities of staff within the Improvement Science Learning Pathway
- Provide a program coordinator to assist District CGU with the development of educationally sound programs to meet SWSLHD's needs. The Program Coordinator will be responsible for working with subject matter experts (SMEs) both within SWSLHD and at the Clinical Excellence Commission (CEC) to ensure that the curriculum remains current and relevant to SWSLHD



- Maintain a register of staff who have been deemed suitable as Improvement Science Coaches. The role of the Coaches will be to deliver the Improvement Science programs with the support of the SMEs and the Improvement Science Program Coordinator. This process will see facilities and services become self-sustaining in the delivery of the Pathway
- Monitor and report on course completions through My Health Learning as reflected on the individual's learning transcript. This will also assist in the identification and development of coaches for future programs

General Managers and Service Directors

General Managers and Service Directors will:

- Lead local implementation of the Learning Pathway by supporting and promoting the pathway, and assisting in the identification of improvement opportunities
- Support staff to attend education programs and carry out improvement initiatives

Managers and Supervisors

Managers and Supervisors will:

- Review and monitor departmental plans to ensure inclusion of staff education in Improvement Science
- Ensure that all staff who directly report to them have completed relevant required education programs
- Actively promote and support improvement initiatives

Improvement Science Education for all SWSLHD staff

In our commitment to the Clinical Governance Framework, two principles specifically focus on ensuring *quality and safety is everyone's responsibility* and *the proactive development of staff capacity is fundamental to support clinical governance*.

The following e-learning modules will enhance staff awareness regarding structured improvement methodology and strengthening an improvement culture across SWSLHD at all levels of the organisation:

- Foundational Level 1A - "The Six Dimensions of Healthcare" video has been included as part of orientation to SWSLHD and is compulsory for all new staff (commenced)
- Foundational Level 1B - The "Foundations for Healthcare Safety and Quality e-Learning Pathway" comprising of eight (8) e-learning modules. This training is mandated for all SWSLHD staff to undertake.



Monitoring and Reporting

Monitoring and reporting of the Improvement Science Learning Pathway will be through My Health Learning (MHL). All managers are responsible for ensuring that all staff complete the foundational level 1A and 1B and then identify staff for the intermediate and advance training.

SWSLHD Improvement Science Learning Pathway (the Pathway)

A collaborative approach between District CGU and CEWD has mapped the Pathway to the following documents:

- Clinical Excellence Commission's (CEC) Patient Safety and Quality Improvement Capabilities
- National Safety and Quality Health Service Standards, second edition (November 2017)
- New South Wales (NSW) Public Sector Capability Framework
- SWSLHD Clinical Governance Framework (2020-2023)
- SWSLHD Education and Training Strategic Plan 2015-2021
- SWSLHD's Leadership Pathway
- SWSLHD's Line Managers Capability Professional Development Pathway (LMCPDP)
- SWSLHD Quality Plan (2020-2023)
- SWSLHD Transforming your Experience (TYE) Our Leadership Strategy (2017-2021).

The Pathway

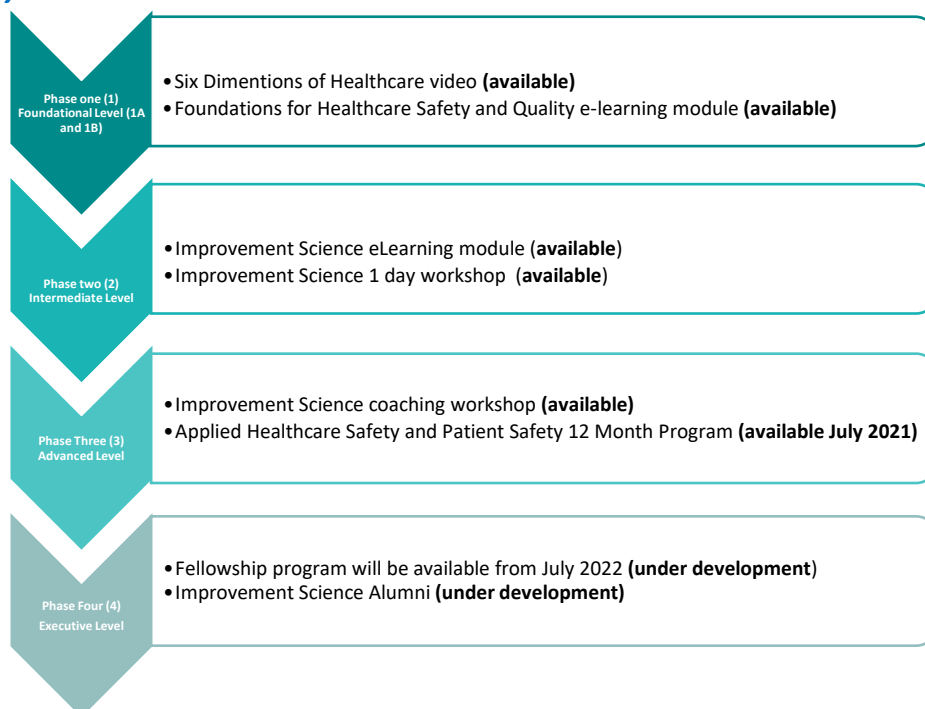


Figure 1: The Pathway Phases

SWSLHD Implementation Plan for Improvement Science

The implementation of the SWSLHD Improvement Science Learning Pathway will occur in four (4) phases.

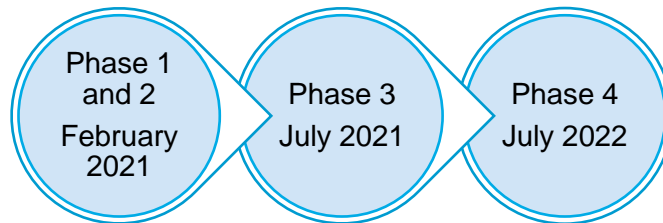


Figure 2: Implementation phases

NB: A pilot program commenced in November 2020 to test the proposed format of the Pathway.

Phase 1: Foundational Level 1 (A) Orientation to SWSLHD

SWSLHD in partnership with the Clinical Excellence Commission (CEC) will utilise “The Six Dimensions of Healthcare Quality” six (6) minute video for all existing staff and staff commencing employment in SWSLHD.

The content covered in the video is an introduction to the following six dimensions:

1. Safety
2. Timeliness and Accessibility
3. Effectiveness and Appropriateness
4. Patient Centred care
5. Efficiency
6. Equity

The video is available for all facilities to present during their orientation program across SWSLHD. Orientation attendance records can be evidence of completion. The video can also be accessed on My Health Learning (MHL) by staff members who have a staff link number provided by recruitment.

Phase 1: Foundational Level 1 (B) from induction to 6 months at SWSLHD

The Clinical Excellence Commission have developed the *Learning Pathway Foundations of Healthcare Safety and Quality*. The pathway consists of eight (8) short 6-15 minute e-learning modules that include and expand on the six dimensions of healthcare quality video and introduces the methodology of Improvement Science. The e-learning module will be mandated training for all staff in SWSLHD and is a pre requisite to enrol in intermediate level 2 workshops.

The **Target Audience** for the *Learning Pathway Foundations of Healthcare Safety and Quality* includes all healthcare staff (clinical and non-clinical)

Learning outcomes:

- Describe the importance of each dimension of quality: Safety, Effectiveness and Appropriateness, Patient-Centred Care, Timelessness and Accessibility, Efficiency and Equity
- Identify local workplace examples from each of the dimensions of quality, including those that are working well
- Identify local workplace opportunities for improvement regarding each dimension of quality
- Identify local workplace measures relating to each dimension of quality
- Appreciate and discuss the importance of improving the quality and safety of care and service delivery

The e-learning modules in the MHL *Foundations of Healthcare Safety and Quality* pathway includes:

1. An introduction to Foundations for Healthcare and Quality
2. The Six Dimensions of Healthcare Quality video
3. Foundations for Healthcare Safety and Quality - Safety
4. Foundations for Healthcare Safety and Quality - Timeliness and Accessibility
5. Foundations for Healthcare Safety and Quality - Effectiveness and Appropriateness
6. Foundations for Healthcare Safety and Quality - Patient Centred Care
7. Foundations for Healthcare Safety and Quality - Efficiency
8. Foundations for Healthcare Safety and Quality - Equity



Phase 2: Intermediate Level 2 (12 months at SWSLHD)

Pre requisite: Complete Foundational Level 1 (B)

Intermediate Level training consists of two (2) elements:

1. Improvement Science e-learning module

The Improvement Science e-learning module is available on MHL. This e-learning module is a pre-requisite for the next step. The e-learning resource has six (6) videos (webinars) identifying the fourteen (14) steps of Improvement Science methodology.

- The target audience is all staff wanting to **understand** the steps involved with improvement science and using a driver diagram.
- **Learning outcomes:**
 1. Define and scope the quality improvement project i.e. define the problem you want to address
 2. List the staff who will be in your project team and your sponsor/s
 3. Formulate a SMART Aim Statement with a measurable stretch goal
 4. List the words you will use in your literature review
 5. Flow Chart the process under review
 6. Brainstorm the 'causes' of the problem and demonstrate the use of the 'Five Whys' technique
 7. Build an Affinity Diagram and categorise the 'causes' to formulate Primary and Secondary Drivers
 8. Define the Primary & Secondary Drivers
 9. Devise Measures
 10. Brainstorm change ideas (interventions)
 11. Assess the priority of change ideas
 12. Design a Plan Do Study Act (PDSA) Cycle for one of your high priority change ideas
 13. Convey the importance of data collection, measuring impact and describe when to use a Run Chart
 14. Convey the importance of sustaining the gains and spreading the ideas

2. Improvement Science Workshop (1 day face to face)

The target audience includes staff (clinical and non-clinical) ready to **commence and complete** Improvement Science initiative/ project supported by their department/ facility.

- **Learning outcomes:**
 1. Identify, prioritise and test relevant change ideas (possible solutions) using the Plan-Do-Study-Act (PDSA) model
 2. Plan an improvement project by answering the Three Questions in the Model for Improvement
 3. Develop a SMART aim statement with a measurable stretch goal



4. Develop a plan for spreading, scaling and sustaining improvements in the workplace
 5. Articulate the use of Driver Diagrams (or Cause & Effect Diagrams), Affinity Diagrams, Flow Charting (Process Mapping), Brainstorming, and the Five Whys,
 6. Appraising between Outcome, Process and Balancing measures to evaluate an improvement project
- On completion of the one day workshop, individuals and teams will develop their knowledge to skill and be able to:
 - Engage a team to commence the project
 - Seek sponsorship
 - Complete an aims statement and provide to their supervisor/ manager
 - Complete a driver diagram with an allocated coach for support
 - Test and document change ideas using the Plan, Do, Study and Act (PDSA) cycle
 - Engage with facility quality manager to get access to a centralised system to record and make project visible
 - All participants attending the workshop will have access to an Improvement Science Coach within SWSLHD. The improvement science facilitator from each workshop will be allocated participants and/ or teams to coach.
 - It is expected that the quality projects which form part of this workshop must be completed. An Improvement Hub, currently under development, will also be available for staff requiring resources.

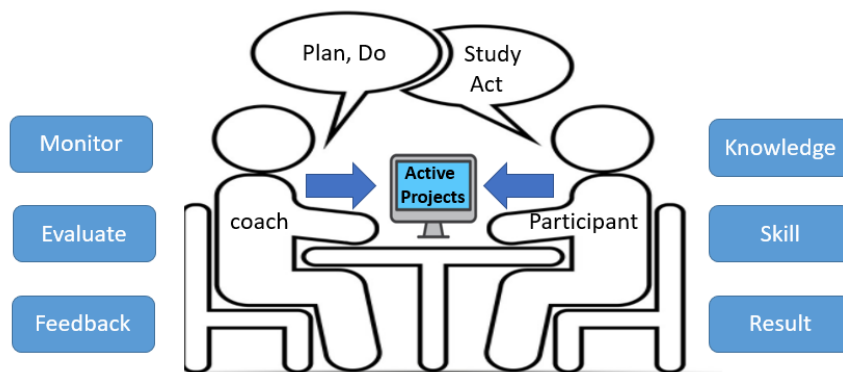


Illustration 1: represents coaching

Phase 3: Advanced Level 3

Pre requisite: Complete Intermediate Level 2

Improvement Science Coaching Workshop

- **The Target Audience** is staff who have completed the foundational to intermediate level of the Improvement Science Pathway by completing e-learning modules, workshops and actively participating in quality improvement projects and are competent, current and confident in using improvement methodologies.
- Approval to attend the workshop must be agreed upon by the line managers, service directors and general managers of facilities and services to meet set expectations after attendance as set by District CGU and CEWD
- Participants in the advanced level 3 program will be trained as improvement science coaches.

Expectations of Improvement Science Coaches:

- Coaches will provide advice and support participants toward completion and implementation of their projects
- Coaches will provide regular check-ins and face to face or virtual meetings with participants
- Coaches will lead and become role models for Improvement Science
- Coaches will actively participate in the delivery of Improvement Science education programs as required CEWD will coordinate the programs to assist in ensuring the coaches currency and skillsets are maintained
- Coaches will be confident and current in their knowledge skills and capabilities in Improvement Science
- Coaches will be responsible for analysing and recording pre and post workshop knowledge of participants in order to assist in their coaching support. This data will be captured in a central location and pre-determined format for overall program reporting
- Coaches will be members of the improvement science Alumni within SWSLHD
- Coaches will maintain a currency and professional development log as part of their annual performance development review with their manager. A copy of this log will also be required as part of the Coaches Register



Enrolment process for Coaching Workshop

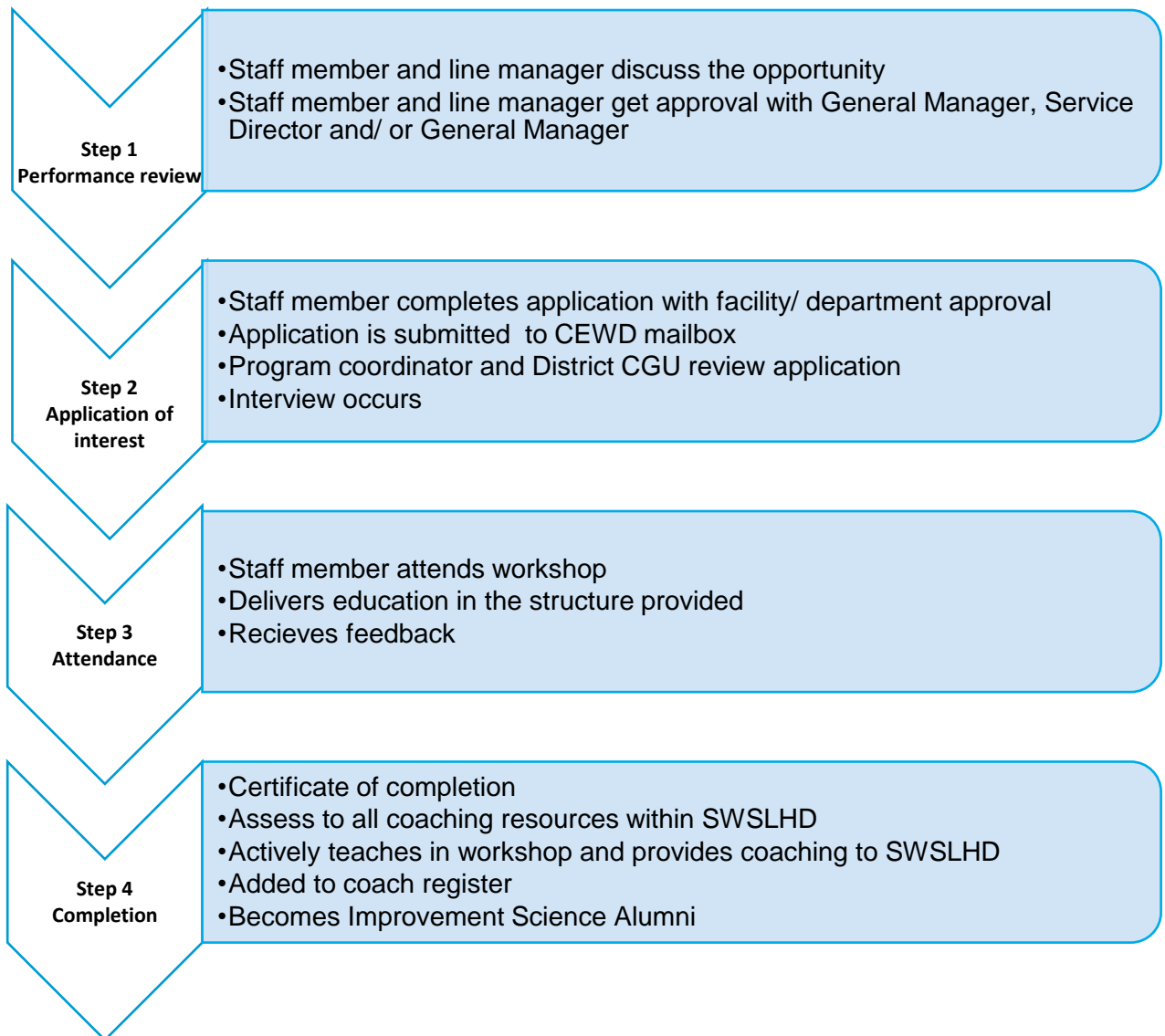


Figure 3: Steps for enrolment process



Applied Healthcare and Patient Safety Program (Pilot)

SWSLHD in partnership with the CEC will pilot the *Applied Healthcare and Patient Safety Program* from 9 November 2020 until the 14 May 2021, it is anticipated that this program will be ongoing, and continue to be offered by SWSLHD.

The CEC anticipates that they will roll out the *Applied Healthcare and Patient Safety Program* across NSW commencing in July 2021, making SWSLHD the first District in the state to conduct this new program.

The *Applied Healthcare and Patient Safety Program* will replace the current CEC Foundational Clinical Leadership Program (FCLP). The new program curriculum will allow SWSLHD to build knowledge and capability at an advanced level in line with the New South Wales (NSW) Public Sector Capability Framework (PSCF), the CEC's Patient Safety and Quality Improvement Capabilities Group.

- The **Target Audience** are staff who have successfully completed the foundational to intermediate level of the SWSLHD Improvement Science Learning Pathway and are active participants/contributors and coaches in quality improvement projects.
- Participants will be supported by their facility General Manager and/ or Service Director once the Chief Executive has approved their application/nomination and the nominee will need to undergo an interview process.
- **Learning Outcomes** will be clearly defined once the pilot program is completed in May 2021.
- **Expectations:** Participants of the program will lead, commence and complete a district wide quality improvement project to consolidate their learning and build on their capabilities. Upon successful completion, graduates will become members of the Improvement Science Alumni to further enhance Governance processes for monitoring staff applying their learning to practice.



Phase 4: Executive Level 4

Pre requisite: Complete Advanced Level Applied Healthcare Safety and Patient Safety 12 Month Program

The new CEC curriculum will be hosted by the Quality Improvement Academy replacing the Executive Clinical Leadership Program (ECLP) and will include a Fellowship Program in 2022.

The CEC will be seeking applications of interest from LHDs to pilot the next program. It is anticipated that successful participants of this program may be able to apply for advanced standing within a post graduate qualification based upon work completed. The CEC will provide a mapping document for this purpose.

Improvement Science Alumni

The main purpose of the Alumni is to build capacity for quality improvement projects within SWSLHD to ensure a return on investment. The Improvement Science Alumni is a panel committee comprising of, SWSLHD Improvement Science Coaches, participants from applied and fellowship program, the Director of District Clinical Governance Unit, the Manager of the Centre for Education and Workforce Development and a Consumer representative

- The **Alumni Structure** will be set by the District CGU in partnership with CEWD.
 - The District CGU is responsible for membership, panel member selection and coordination and facilitation of regular meetings.
 - CEWD is responsible to ensure the Alumni program is developed, implemented and evaluated to further enhance building of capability of improvement science to increase capacity and capability in SWSLHD as a result.
- The **Aim of Alumni** is to support the;
 - Conduct of workshops and programs in order to encourage more quality improvement projects within the District
 - Enhancement in the rapid growth of Improvement Science capability and capacity within SWSLHD
 - Implement 360 degree reviews and provide/receive feedback to participants
 - Provision of continuous feedback on project results/ work in progress
 - Inclusion of consumer participation in quality improvement.

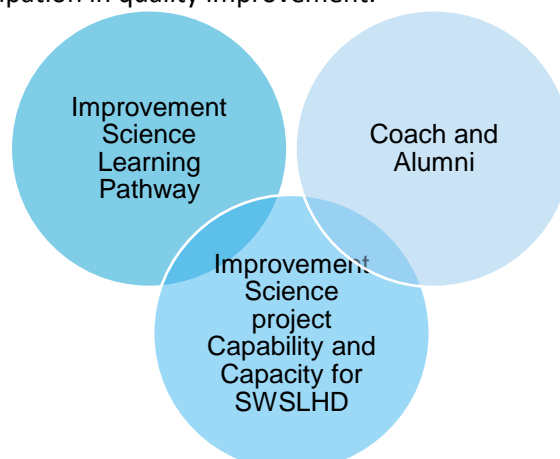


Illustration 2: represents building capability and capacity for SWSLHD

Contact

CEWD has allocated a program coordinator to provide support and direction with implementing the Improvement Science Learning Pathway across SWSLHD.

Azmeen Azeem

Improvement Science Program Coordinator Azmeen.azeem@health.nsw.gov.au

Phone: 0418 431 570

References

Clinical Excellence Commission 2020, Patient Safety and Quality Improvement Capabilities Group. A supplement to the NSW Public Sector Capability Framework

National Safety and Quality Health Service Standards (NSQHSS), November 2017

New South Wales Public Service Commission 2013, the NSW Public Sector Capability Framework

South West Sydney Local Health District 2020, Clinical Governance Framework (2020-2023)

South West Sydney Local Health District Line Manager Capability Professional Development Pathway 2018

South West Sydney Local Health District 2015, Education and Training Strategic Plan 2015-2021.

South West Sydney Local Health District 2020, Quality Plan (2020-2023)

South West Sydney Local Health District 2017, Transforming your Experience (TYE) Our Leadership Strategy (2017-2021)

