Clinical Redesign Program

The Clinical Redesign Program is an initiative of NSW Health aiming to redesign patient journeys in the health system and to improve services and care delivery. Specifically the program aims to improve patient access, efficiency, effectiveness, patient flow, staff experience, as well as patient and carer experience.

The Clinical Redesign Program Manager who’s office is within the Clinical Innovation and Business Unit provides significant leadership across SWSLHD with currently 7 projects. The incumbent has 11 years of experience in Clinical Redesign and further experience in the health sector.

The Redesign Program involves both supporting a number of projects, along with a range of strategies to build the capacity and capability of the service.

Redesign Projects use a range of quality improvement strategies supported by sound project management practice. The projects encourage the participation and engagement of stakeholders in service improvement to:

- Identify issues in service delivery including delays and blockages, as well as staff, patient and carer experience
- Develop solutions to directly address these issues and to improve the efficiency and effectiveness of services
- Promote staff and service empowerment to improve and monitor services
- Promoting innovation and best practice
- Improve access to information and data to provide decision support
- Extend knowledge and skill development of staff to better manage, lead and undertake change and innovation
- Increase organisational capacity to better provide and improve health care
- Understand and improve patient and carer experience

Clinical Redesign Project Methodology

The Project Redesign Methodology involves a strong project management approach. Projects work through a number of clear, time limited and defined phases, namely

- Planning the project
- Diagnostic phase during which root cause issues are identified
- Solution design phase – promoting participation and innovation
- Implementation planning of revised care delivery systems
- Implementation - driving and sustaining changes
- Evaluation, monitoring and ongoing service improvement.

Use of Clinical Redesign Methodology is particularly indicated where:

- Multiple services or departments are involved in the patient journey or business processes involved in the project scope
• There are multiple stakeholders with different perceptions and possible agendas
• The issues are not clear, are complex and/or not fully understood
• Solutions or revised models of care/service are not known
• Increased cooperation, partnership and networking between services and facilities is required

Project Management
Project management principles are incorporated into the clinical redesign methodology including:

- Clear aims and measurable objectives for each project are established
- Scope of the project is defined
- Project team is clearly identified to undertake the project
- Clear sponsorship which is supported in all relevant levels of management
- Project Management Committee established to assist the project manage risks and issues
- Clear timeframes for the project and implementation are established
- Active participation of sponsors
- Identification of key stakeholders with staff and clinicians engaged in the process
- Actively promote client / patient and carer participation in improvement and understanding of their experience
- Communication – engaging the right people and sharing ideas and information
- Focus on performance measures and data and information
- Setting targets for improvement
- Identification of solution owners
- Recognition that implementation, driving and reinforcing change, is as important, if not more important, than diagnosing and developing solutions
- Monitoring and evaluating implementation progress and outcomes of change initiatives

Capability and Capacity Development
Strategies include:

- Development of awareness and skills in Accelerating Implementation Methodology
• Establish and promote the Redesign and Change Management Community of Practice
• Establish a Service Improvement Register across the Local Health District to increase awareness of quality and service improvement projects that have been undertaken
• Establishing a coaching network to assist staff with projects and change improvement strategies
• Promote awareness of patient and carer experience
• Provide templates and resources to support project management, change and implementation as well as service improvement
• Promote patient and carer experience program

Templates
• Project definition summary
• Work Schedule Breakdown (Gantt Chart)
• Project Management Plan
• Diagnostic Report
• Solution Design Report
• Implementation Plan
Patient and Carer Experience Interview methodology is an approach to capture and analyse patient and carer experiences of the health service. It provides a great opportunity to find out how our services are experienced. It goes beyond identifying what happens to the people we see and treat, and goes beyond questions of satisfaction. It explores patient and carer perceptions of their actual experience.

The Experience Methodology focuses on finding out from patients and carers themselves how they found the care they received. It gives an indication of what they felt about their journey, what they expected and what was important to them, as well as key ‘touch points’.

**It is different from ‘Patient Journey’.** Patient Journey is about the process patients encounter through the health system, while Patient Experience is how they experience their journey.

The approach uses a qualitative research method. Semi structured interviews are used to get the story from a number of patients and/or carers and to capture the positive and negative aspects of their experiences. The methodology has been found to give a much more detailed understanding of the experience of patients and carers than a survey or satisfaction study can provide.

**Organising and Conducting Interviews**

- PaCE summary
- Consent form
- Participant Information Sheet
- Interview Record
- Training information

**Analysing Interviews**

- Analysis spreadsheet
- Patient and Carer Experience Report Template
Successfully achieving and sustaining change was identified as a significant issue during the early stages of the NSW Health Clinical Redesign Program from 2005-06. We identified that in Health Services we consistently diagnose issues and problems well, and develop solutions. However we are not good at successfully implementing, monitoring, reinforcing and sustaining change. The approach we often take is ‘installation’ rather than ‘implementation’.

In 2007 NSW Health identified the **Accelerating Implementation Methodology (AIM)** as a valuable approach to successfully implementing change. They subsequently purchased the rights to use the methodology to support implementation and change.

AIM is an approach to maximize the likelihood and speed of change implementation. It is focused on strategies to achieve effective and rapid implementation, while minimizing the cost of the change, especially the human cost of change.

**It is a practical, repeatable and proven framework to plan, implement and monitor change.** It incorporates best practice principles of change management, along with strategies and assessment tools to understand the organization and the context for the change, and to manage the human elements that are critical to achieving and accelerating implementation.

The Redesign Program in SWSLHD works in partnership with the Centre for Workforce Development to implement the program and provide training locally. Courses are listed in the local staff development calendar and the program is supported by a Community of Practice and Coaching Panel.

The methodology was developed by IMA, an international consultancy with broad experience in change management, including consultation with senior executive from Fortune 500 Companies, multi-national corporations, and health services around the world. Don Harrison, IMA President and Founder, has spent over 30 years assisting organizations to reduce the cost, increase the success and speed of major change.