

Better Skills, Best Care

DHS Victoria Workforce Design Strategy

Update

January 2007

Service-wide projects

The eight hospital sites conducting *Better Skills, Best Care* service-wide workforce design projects are reviewing the first draft of their redesign proposals.

Work at the sites began in June with a series of workshops. Communication workshops provided a positive start to the process, which then led to the diagnostic stage. This included workshops, interviews, tag-alongs with staff and data collection. The purpose of this was to help sites to identify aspects of the patient journey they wanted to focus on. A literature search was conducted and made available to project sites during this phase. The diagnosis stage culminated in an operations review, upon which the redesign process was founded.

A range of staff took part in the redesign process, to capture imaginative ideas and lateral thinking about how changes to the way we work can improve the patient experience. Sites are now working with the evaluation consultants to develop evaluation plans including specific impact measures for each proposal.

Decisions about which proposal to pilot will only be made after consultation with a wide variety of stakeholders. For further information about these service-wide projects please go to the Better Skills, Best Care website www.health.vic.gov.au/workforce/skills.htm or email us at workforcedesign@dhs.vic.gov.au.

Role-specific pilot projects

The majority of the 37 individual role pilots are now complete.

The department is currently undertaking a review of the findings of the pilots, including the impact of the roles on patients, staff and service delivery. The review will include identifying and assessing the training and development requirements and legislative, regulatory, organisational and industrial issues will be considered.

The review will include a consultation process with relevant stakeholders, which will begin in February 2007. This will provide the opportunity to discuss the findings of the pilots and to identify roles that may be suitable for implementation across the sector. Once roles have been assessed and agreed as having potential for broader implementation, information resource kits will be developed to assist health services implement the roles. The department will also look at options for providing change management training to health services looking at implementing a new role in their service.

Review of Health Training Package enters final stage.

After two years of development and consultation with key industry stakeholders, the draft Health Training Package (HLT02) Review has been endorsed by the Board of the Community Services and Health Industry Skills Council. Key bodies consulted include government and private employers, national peak bodies, regulatory authorities, unions, state training authorities and state advisory bodies. The draft Health Training Package has now been referred to the Department of Education Science and Training (DEST) for the final stages of the national endorsement process.

The revised HTP includes a number of changes to structure and content to the qualifications framework, including:

- Introduction of Certificate IV in Allied Health Assistance
- Revised Certificate IV for Enrolled/Division 2 nursing
- Qualifications in medical assisting
- Incorporation of new qualifications in Population Health and
- Aboriginal Health Worker and Torres Strait Islander Health Worker Competencies and Qualifications.

Further information can be obtained from the CSHISC website www.cshisc.com.au

Clinical Skills Centres in Hospitals

The *Clinical Skills Centres in Hospitals* project was developed in March 2005 after the Department of Human Services commissioned a report by the Postgraduate Medical Council of Victoria (PMCV) that recommended that Victorian public hospitals develop clinical skills centres. Clinical skills centres are centralised sites within hospitals equipped with a range of manikins, anatomical models and diagnostic and therapeutic equipment that allow health students and professionals to acquire and maintain clinical skills through simulation-based training.

Since 2005 the department has provided over \$1.5M in funding to 29 metropolitan, regional and rural hospitals to purchase clinical skills equipment to establish clinical skills centres.

These centres may provide a useful resource in upskilling practitioners, where necessary, as proposed in the BSBC service-wide and role specific pilot projects. In 2006-07, the project will focus on two main tasks. A literature review will be conducted to synthesise current research into simulation-based training. In tandem with this review, the department will undertake the development and delivery of 'train-the-trainer' programs to equip clinical educators with the skills and knowledge to deliver simulation-based training programs.

'Plugging the skills gap' seminar

The department hosted the *'Plugging the skills gap: approaches to career development in the British health care system'* seminar on 1 June 2006 seminar. The Seminar was sponsored by Monash University Acer Centre for the Economics of Education and Training. Guest speakers Dr Paula Hyde and Dr Anne McBride, both senior lecturers from the University of Manchester's Business School, delivered a joint presentation exploring two UK initiatives, the Changing Workforce Programme¹ and the Skills Escalator².

These initiatives seek to plug predicted skills shortages by introducing different ways of working and developing alternative career paths. An example of this work is the new and changed ways of working for pharmacy staff - pharmacists, technicians and dispensing assistants. In particular, the program examines the potential for pharmacy technicians to take on a dispensing role, which frees up pharmacists to spend more time in hospital wards prescribing patient medication. Other roles examined included bilingual rehabilitation assistants and changed nurse roles.

The Skills Escalator seeks to bridge the gap between professional and nonprofessional staff through the introduction of intermediate roles such as therapy assistants, assistant practitioners and health care assistants.

These relatively new roles are designed to allow an unqualified staff member to enter training, move into a more diverse role, and then use this as a platform for gaining further qualifications and progress into a professional work area.

Presenters:

[Dr Paula Hyde PhD MBA BSc \(Hons\)](#), [Dr Anne McBride MA PhD](#)

For more information visit:

- 1 http://www.dh.gov.uk/PolicyAndGuidance/HumanResourcesAndTraining/ModelEmployee/SkillsEscalatorArticle/fs/en?CONTENT_ID=4080688&chk=hLE4c9
- 2 http://www.dh.gov.uk/PolicyAndGuidance/HumanResourcesAndTraining/ModelEmployee/SkillsEscalatorArticle/fs/en?CONTENT_ID=4055527&chk=ZI7IKI

Upcoming BSBC Forum

In early 2007, the department will host a forum to highlight some of the achievements and outcomes of the Role-Specific Pilot Projects, and update attendees on the status of the Service-Wide Project. We are developing a program of dynamic presentations on a diverse range of topics, so attendees will leave with fresh inspiration and knowledge. Watch this space...

Future Editions

The next edition of the Better Skills, best care update will include a report on:

- Better Skills Best Care Psychiatric Services Officers Project

