

# VICTORIAN HEALTH SERVICE management innovation council

Edition 5

## NEWSLETTER

### MESSAGE FROM THE CHAIR

Since our last newsletter I am pleased to report that as we move into the second half of 2008 various Council initiatives and projects have been gaining momentum.

Some key achievements over the past few months include:

- The Focus on Variation project moving into an interim implementation phase.
- The release of a tender for the development of a report on a pathology service framework for metropolitan public health services and public sector rural pathology services.
- Resurgence in interest within the rural public health sector in the Building Positive Attendance Victoria project.

Council has also revised its Strategic Intent and Program Plan documents. These documents reflect the direction and aspirations of Council for 2008 and into the future, and outline the program of work required to achieve these aspirations.

I hope you enjoy reading this edition of the newsletter.

**Dr Brendan Murphy**  
**Chair, Victorian Health Service Management**  
**Innovation Council**

### NURSING WORKFORCE ISSUES

#### WORKING GROUP

Earlier this year a survey was sent to all health services to determine the ratios of Division 2 nurses as part of the acute nursing workforce.

Results will be used to help determine the way forward in developing strategies to implement the Division 1 / Division 2 workforce percentages achieved with the recent Nurses EBA.

Case studies from a metropolitan, rural and regional health service will now be developed and used as part of a toolkit to assist health services in the recruitment of Division II nurses in the acute sector.

### SERVICE REDESIGN WEB RESOURCE

The Management Innovation Council Service Redesign Resource is a web resource providing you with knowledge, skills and tools to assist in improving processes in your organisations.

The Resource went live 12 months ago and we are now refreshing it. Along with adding new and updated content we will also improve the navigation.

If you have visited the Resource and would like to offer us feedback on how we can make it work better for you please email Caryn Hamburger at [caryn.hamburger@dhs.vic.gov.au](mailto:caryn.hamburger@dhs.vic.gov.au)

You can access the Resource site here:

<http://www.health.vic.gov.au/managementinnovation/resources/index.htm>

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# FOCUS ON VARIATION

## The Project

The Focus on Variation Project (the Project) uses the measurement of variation in like hospitals performance against an agreed set of operational indicators as a preliminary step to identifying and understanding the factors contributing to the noted discrepancies in performance. Building on the insight gained through inter health service sharing of experience and learning within an evidence based framework, the Project aims to impact positively on maintaining cost effective high quality delivery of care.

## First Report and Meeting of CEO nominated Executive Sponsors

The Project's first report contained all metropolitan, regional and larger rural health services' comparative performance data against 22 indicators each of which was grouped under one of the following dimensions:

1. Clinically Appropriate Indicators
2. Operational Excellence Indicators
3. Patient Experience Indicators
4. Sustainability Indicators

The Project's first report was mailed to participating health service CEOs on 22 July 2008. A meeting of participating health service Project Executive Sponsors was held on 28 August.

The purpose of this meeting was to:

- share an overview of the project
- gain feedback on the usefulness of the report in facilitating:
  - identification of variance at hospital level across the phase 1 indicator set
  - inter health service improvement discussion
  - targeting specific areas for improvement
- obtain consensus on the selection of one to three specific indicators for system wide improvement action
- galvanise commitment to each health service developing a Focus on Variation Action Plan – that is, nominating those indicators which will be targeted for local performance improvement action.

Feedback from Executive Sponsors supported overwhelmingly the intent of the Project. Comments reinforced Council's understanding of the critical strengths of the Project as including the enhancement of each health service's capacity to scrutinise local performance results against those of peers, build inter health service improvement focused collaboration and use these learnings to more sharply define and target local improvement priorities. Complementing Council's understanding of the potential impact of the Project, the Executive Sponsors were unanimous in their acknowledgment that the Project's methodology was fundamental to engendering both local and systemic operational performance improvement.

## Governance

The Project, a Health Reform initiative auspiced by the Management Innovation Council on behalf of Victorian public health services, aims to strengthen Victorian health services' commitment to enduring operational performance improvement. Implementation of the project at the health service level is oversighted by respective CEOs supported by local action teams co-ordinated by the Project Executive Sponsor.

## FOCUS ON VARIATION (CONTINUED)

In its design, the Project complements other initiatives being undertaken to strengthen the sustainability of high quality public health services across Victoria such as the Redesigning Hospital Care Program, Clinical Service Networks and Supply Chain Management. However, the Project's unique governance structure acknowledges the pivotal importance of the health services' role in fostering at both the local and systemic levels increased capacity and capability in understanding and using operational performance variation as a lever to promoting and sustaining change and improvement in health care.

### Next Steps

Following the 28 August meeting, health service Project Executive Sponsors are working with local colleagues to assess local performance as reported in the first report and to identify potential action areas. It is anticipated that each health service will discriminate areas for local improvement action, and forward a completed action plan to the Project team for display on the Focus on Variation website. Accessibility of participating health services' action plans is seen as a way of facilitating inter health service Project communication and collaboration.

In addition, using feedback from Project Executive Sponsors, the Project team is working with health services to further develop two indicators considered appropriate to systemic improvement action.

Executive Sponsors expressed a strongly shared interest in using the Project to report data, investigate and benchmark human resource issues such as recruitment and retention of staff, sick leave etc. Within the context of the Project, and given the workforce management challenges experienced across the sector, Executive Sponsors identified this as an area they would find both useful and instructive to benchmark their health service/hospital performance against like services. A health service focus on benchmarking human resource management performance and investigating variance was viewed as a practical way of building systemic knowledge of how best to recruit, retain and deploy staff effectively.

A second area that was identified for system wide focus was Mental Health – particularly the 28 day readmission indicator. The pertinent indicators show a high degree of variability across health services, and given the Government's commitment to improving performance in this area, the Executive Sponsors were unanimous that the Project provided an excellent opportunity to focus system wide attention on this area as a catalyst to promoting in the first instance, local improvement which would underpin systemic improvement.

A third area identified as suitable for system wide focus was procurement and costing of medical supplies. Development of a consistent, system wide coding practice was identified as an essential precursor to the establishment of a suitable Project indicator.

In November 2008, the Project will host its first workshop. All participating health services will be invited to participate in this event.

### Further information

For more information about the Project please contact Mary Swift, Project Manager, phone: (03) 9096 1377 or email: [mary.swift@dhs.vic.gov.au](mailto:mary.swift@dhs.vic.gov.au)

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## MEET OUR MEMBERS

**Ms Nicole Tweddle**  
**Executive Director**  
**Strategy, Planning and Performance**  
**Royal Women's Hospital**



Nicole completed her undergraduate training in Physiotherapy (B.Physio (hons)) at the University of Melbourne and began her career at Ballarat Health Services. Nicole has since completed a Master in Health Services Management (MhlthServMt) degree at Monash University.

Nicole worked at Melbourne Health, based at The Royal Melbourne Hospital for four years. Initially as a physiotherapist, then in the areas of Quality and Safety, and Strategy and Development. Nicole is currently based at the Royal Women's Hospital as Executive Director Strategy, Planning and Performance.

She is currently President of the Australian Physiotherapy Association (Victorian Branch) and an Associate Fellow of the Australian College of Health Service Executives.

## BUILDING POSITIVE ATTENDANCE VICTORIA

Building Positive Attendance Victoria (BPAV) aims to contribute to the achievement of the Department of Human Services outcome of a skilled and high performing workforce across Victoria through improving staff motivation, satisfaction and attendance levels.

Throughout June, Council ran a series of workshops in regional areas to showcase rural health services' experience with the BPAV program.

The workshops, held in Barwon South West, Loddon Mallee, Hume and Gippsland regions, looked at the Grampians BPAV model as an example of how the program can be successful in rural/regional hospitals. Representatives from 28 different health services attended the workshops.

To find out more about the BPAV program or download the BPAV Toolkit, visit our website: <http://www.health.vic.gov.au/managementinnovation/bpav.htm>

If you would like to arrange for Deborah Sykes from the Council Secretariat to visit your health service to talk about the BPAV program please contact Caryn Hamburger on 03 9096 0497 or [caryn.hamburger@dhs.vic.gov.au](mailto:caryn.hamburger@dhs.vic.gov.au)

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## **PATHOLOGY SERVICE FRAMEWORK TENDER**

Pathology plays an integral role in the delivery of health care with an estimated 60-70% of diagnoses being based on pathology tests. There are opportunities for innovation, improved quality outcomes and efficiency gains within the metropolitan public pathology sector.

The Management Innovation Council released a tender on 2 July seeking bids for the development of models for a pathology service framework for metropolitan public health services and public sector rural pathology services.

The tender closed on 24 July with work expected to commence by 15 September.

The purpose of this work is to explore a range of options that will provide Victorian public sector pathology services that meet current and future need, and ensure the delivery of innovative, quality, effective and efficient public pathology services.

## **MANAGEMENT INNOVATION COUNCIL LEARNING SET FORUM 2008**

On Tuesday 12 August 2008, the Management Innovation Council held a forum for all Learning Set participants from 2007 and 2008. The 2008 forum was a great success with participants reporting that it was extremely valuable.

The objective of the forum is to update Set participants on some of the theory around understanding health care organisations and how this can support the change and innovation issues encountered by some Learning Set participants.

The forum incorporated a focus group session for 2007 Set participants to reflect on their Learning Set experiences.

We plan to run the Action Learning Sets again in 2009 and will be calling for nominations in October this year so if your health service would like to participate, please start thinking about possible nominations now.

If you would like to know more about the Management Innovation Council Learning Sets, you can find more information on our website:

<http://www.health.vic.gov.au/managementinnovation/lsets.htm>

## **MANAGEMENT INNOVATION COUNCIL STRATEGIC INTENT AND PROGRAM PLAN**

The Management Innovation Council has revised its Strategic Intent and Program Plan documents for 2008 and beyond.

You can download copies of these documents at our website: <http://www.health.vic.gov.au/managementinnovation/resources.htm>

## SEEDING GRANTS

We are excited to announce that the projects partly funded by the Management Innovation Council Seeding Grant program for 2007 are drawing to a close. Reports and tools from the projects should all be available soon for dissemination to interested health services.

The project teams at the health services which received a grant as part of the Seeding Grant Program have been making great progress on their projects since beginning work in mid 2007. The successful health services and projects for 2007 were:

- Barwon Health for the development of a Mastery Tool for Grade 2 Allied Health Clinicians **(Project completed)**
- Bass Coast Community Health Service for their Modified Landcare for Older People Pilot Project **(Project completed)**
- Edenhope and District Memorial Hospital for the development of Picture Postcard Menus
- Knox Community Health Service for their project to develop a Dental Integrated Care Model **(Project completed)**
- Western District Health Service for their Fire Safety Training Package **(Project completed)**

Health services which received a Seeding Grant in 2008 are now at the half-way point for developing their projects and are also progressing very well. 2008 recipients were as follows:

- Austin Health for the development and implementation of a subacute referral, assessment and waiting list system **(Project completed)**.
- Eastern HARP Knox Community Health Service for their project Bridging Clinical Risk Management
- Maryborough District Health Service for the development of a multimedia staff orientation program
- Peninsula Health Service for their project to Integrate Ambulatory Diabetes Services - Stage 1
- The Royal Children's Hospital for their pilot training program for advanced physiotherapy practitioners in paediatric orthopaedics
- Southern Health for their Wellness Entrenched Online Orientation Training Package

We plan to run this very successful program again in 2009 and we will call for submissions in September 2008. You can find out more about the Seeding Grants program on our website: <http://www.health.vic.gov.au/managementinnovation/seeding.htm>

## MANAGEMENT INNOVATION ACTION LEARNING SETS TOOLKIT

Council has engaged the facilitators of the Management Innovation Action Learning Sets to compile a toolkit of resources used in the Sets over the last 2 years.

When completed, the toolkit will be made available to health services.

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## CONTACT US

You can contact the Victorian Health Service Management Innovation Council on the details below:

Address: 27/50 Lonsdale Street, Melbourne 3000

**Email:** [ManagementInnovation@dhs.vic.gov.au](mailto:ManagementInnovation@dhs.vic.gov.au)

**Phone:** 03 9096 0497

**Fax:** 03 9096 1043

Website:

<http://www.health.vic.gov.au/managementinnovation>

### MEET OUR MEMBERS

**Mr Craig Bennett**  
**Chief Executive Officer**  
**Peter MacCallum Cancer Centre**



Craig took up his appointment at Peter Mac in May 2004.

He was the Chief Executive of Sir Charles Gairdner Hospital from 1998 until 2004 and from June 2002 was also the Area Chief Executive of the North Metropolitan Health Service in Perth.

He is a health economist by training and has held senior management positions in both the private and public health care sectors in Australia and overseas. His particular interests include aspects of the links between teaching, research and patient care. Craig is also a board member of Health Purchasing Victoria.

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## **WANT TO STAY UP TO DATE WITH MANAGEMENT INNOVATION COUNCIL DEVELOPMENTS?**

Join our mailing list to receive the Council newsletter regularly.

Email or phone Caryn Hamburger at the details on the contacts page with your name and email address.

Don't forget to visit our website at:

<http://www.health.vic.gov.au/managementinnovation>

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