The past month has been an exciting time for HSI Tas, with a number of our plans, seemingly developed long ago, having come to fruition. Working with the THOs, we have now established Clinical Redesign teams in each region, with the final Project Officer positions on the NW coast to be filled shortly.

With the assistance of some very enthusiastic THO staff and University of Tasmania Faculty of Health students, we have collected our first live data from each of the state’s four major hospitals. The baseline data activity looked into areas that included all emergency department presentations over a 72-hour period, 7-day ward admissions and discharge profiles, and hospital bed/ward occupancy.

The data collectors said they were impressed with the commitment and professionalism of our health workers. The data are presently being analysed and will soon take on critical importance when we work further with the THOs and hospitals to design, implement and evaluate system modifications intended to improve patient care.

Teaching into undergraduate courses within the Faculty of Health has commenced, and training sessions in Clinical Redesign for THO staff have continued. HSI Tas staff and the Clinical Redesign team members from the THOs were fortunate enough to attend the 2014 APAC Forum in Melbourne, with about 1500 other delegates, to hear the latest developments in health system improvement from world-leading speakers.

Finally, we have made significant progress on preparations for Tasmania’s own international conference on health service improvement, ‘Sustainable Healthcare Transformation’, scheduled for Hobart from 18-20 March 2015, with several leading national and international speakers already confirmed (keep an eye out for further announcements soon).

As always, please contact us if you would like to learn more about our collaborative work with the Tasmanian health system.

Best regards,

Professor Greg Peterson
Co-Director
Health Services Innovation Tasmania

Follow us on twitter!
Asia-Pacific Premier Healthcare Conference 2014

HSI Tas staff and the Clinical Redesign teams from the THOs recently attended the 2014 Asia Pacific’s Premier Healthcare Conference (APAC). The conference, held in Melbourne was the third International forum on Quality Improvement in Healthcare.

The Conference was managed by Ko Awatea, the New Zealand centre for health system innovation and improvement at Auckland’s Counties Manukau District Health Board. The Commission for Hospital Improvement, part of Victoria’s Department of Health and the Institute for Healthcare Improvement hosted and supported the conference.

The Tasmanian Clinical Redesign delegates joined a growing community of visionaries, leaders and front line practitioners from around the world. They learned of innovative new models of care and proven best practices and were part of an exciting networking opportunity.

The 1500 delegates that attended the Conference heard of the challenges and pressures on our systems and about the kind of transformation that is required to redesign clinical service delivery. A transformation that all agreed will take bravery, courage and conviction.

Messages were clear from those that lead massive workforces that we need adaptive leadership and must scale up the focus on improvement. Health systems supportive of patient centred care and redesigning services to incorporate community needs were also high on the agenda.

The APAC Conference was an opportunity for the Tasmanian Clinical Redesign delegates to learn of Innovative new ways of delivering health services to provide the very best healthcare for the Tasmanian community within tight financial constraints.

The Tasmanian delegates thank the Australian Government for supporting Health Services Innovation in Tasmanian as their support enables knowledge, learnings and contacts made to assist in building capacity and capability for Clinical Redesign in Tasmania.

Professor Greg Peterson
Co-Director
Health Services Innovation Tasmania

Back Row (l-r): Mitch Dwyer (Research Assistant, CRO North West); Dr Alasdair MacDonald (Clinical Lead, CRO North); Jim Stankovich (Statistician, HSI Tas); Kerry Leonard (Project Officer, CRO North); Dr Nicole Hancock (Clinical Lead, CRO South); Tim Saunders (Data Analyst, HSI Tas); Nelle Seccombe (PhD candidate, HSI Tas); Erin Gee (Research Assistant, CRO South) and A/Prof Craig Quarmby (Co-Director, HSI Tas). Front Row (l-r): Helena Nicholson (Project Officer, CRO North); Sue Hughes (Project Officer, CRO South); Pieter Van Dam (Educational Facilitator, HSI Tas); Prof. Gregory Peterson (Co-Director, HSI Tas); Lauri O’Brien (Principal Redesign Consultant, HSI Tas); and Deb Avery (Program Manager, HSI Tas).
UPCOMING WORKSHOPS

An Introduction to Clinical Redesign

This workshop is designed for any clinician and other staff working in acute care, to learn more about the Clinical Redesign process. The outcomes of the day are:

- to understand the structure and principles of Clinical Redesign
- to become familiar with the Scoping, Diagnostic, Intervention, Evaluation and Continuous Improvement phases of program of work

**Hobart:** Wednesday 17 September, Thursday 16 October, Thursday 20 November
**Launceston:** Tuesday 14 October, Thursday 13 November
**Mersey Community Hospital:** Tuesday 7 October
**North-West Regional Hospital:** Tuesday 11 November

To register for these workshops, please visit our [website](#).

Working with People for Health Service Innovation

These workshops are designed for project and clinical leaders in the HSI redesign program and complement the “Introduction to Clinical Redesign Workshop”. There are two workshops in the series and it is recommended that participants attend both.

The interactive workshops blend theory with practical tools and processes and aim to:

- enhance communication and engagement skills related to workplace culture, innovation and redesign
- increase participants’ understanding of shared humanity and its relevance to working with self and others in changing environments
- enhance skills in using strengths based and solution focused approaches to innovation and change
- enhance skills in motivating teams and facilitating change

**WORKSHOP 1: Communication and Engagement for Health Service Innovation**

*Date:* Tuesday November 25, 10:00 - 16:00

*Venue:* The Grange, Campbell Town

*Lead Facilitators:* Professor Kenneth Walsh and Dr. Karen Ford

**WORKSHOP 2: Motivating and Facilitating Change for Health Service Innovation**

*Date:* Thursday December 4, 10:00 - 16:00

*Venue:* Campbell Town Community Centre, 70 High Street, Campbell Town

*Lead Facilitators:* Professor Kenneth Walsh and Dr. Karen Ford

To register for these workshops, please visit our [website](#).

Clinical Redesign High-Level Diagnostics

The three studies (WOTTL, Who Owns The Time Line; WAISH, Why Am I Still Here; and WTBE, Was The Bed Empty) were recently conducted across the state in the four major hospitals - Launceston General Hospital, Royal Hobart Hospital, North-West Regional Hospital and the Mersey Community Hospital. The results from these studies will be reported back initially to executive forums the week beginning the 15th of September. The studies will then be showcased in various forums within each region, with dates to be finalised over the next week.
We would like to take this opportunity to sincerely thank all of the staff and students that assisted with the collection of data for these studies, and we hope to see you in one of the forum sessions.

Sustainable Healthcare Transformation
International Conference on Health System Innovation
Hotel Grand Chancellor, Hobart, Tasmania, Australia
18 – 20 March 2015

Conference themes: Leadership, Capability and Capacity Building, Research in Healthcare Improvement, Innovation in Health, Lessons from Others

HSI Tas is delighted to announce it will host the inaugural Sustainable Healthcare Transformation, International Conference on Health System Innovation, in Hobart from 18-20 March 2015. Current planning for the conference includes a call for abstracts, with further details available from the Conference Design team at mail@conferencedesign.com.au.

The event, to be held at the Hotel Grand Chancellor, will offer innovative ideas, solutions and outcomes for attendees, and feature a range of leading international and Australasian speakers, peer-reviewed presentations and showcases of innovative strategies and successful programs that have delivered real benefits for patients and healthcare organisations.

Delegates will also hear leaders and innovators within other sectors share lessons learned in their industries that can be applied to healthcare settings.

The conference is designed for medical, nursing and allied health clinicians from the Primary and Acute care sectors, both public and private, health service and hospital managers, government policy makers, educators and researchers involved with the planning and delivery of quality care at a time increasing demand for healthcare services.

For all enquiries and booking visit the conference website.
DEB AVERY
Program Manager

Deb Avery, a Tasmanian, has been appointed to the position of Program Manager at HSI Tas. She has recently returned home following a nineteen year career journey that took her to Western Australia and Queensland. She has worked in Government health and education settings and led in the areas of public policy area, strategic planning and design and program management.

With a reputation for high quality and on-time delivery in challenging situations, she has a consistent track record of success in the management of business critical projects in the health and education areas. Deb has an extensive education and training background and has held positions that have allowed her many great opportunities (and challenges) including Program Coordinator, Senior Health Promotion Officer, Program Advisor and Quality Manager.

For four years Deb was a member of the University of Southern Queensland (USQ) Fraser Coast's Buallum Jarl-Bah Engagement Committee and has worked with the James Cook University on a number of health initiatives during her ten years in Far North Queensland.

She is honoured to be working with UTAS and HSI Tas and DHHS and their partners on service redesign. The caliber of people in the HSI Tas team is outstanding and Deb is excited about the possibilities of what this leading edge work can bring to the future of health services delivery. My email is Deb.Avery@utas.edu.au.

NELLE SECCOMBE
PhD candidate

After nearly ten years working in management, project and business development positions, both within the private sector and the University (including Program Manager for Health Services Innovation Tasmania), and following a commitment to ongoing education including first class Honours (2008) and Masters (2013), I took the plunge and commenced as a full-time PhD candidate in August of this year.

The focus of my PhD is informed by my own experience with change in large and complex organisational settings, that is – no matter how good (or poor) a new idea, procedure, pathway, model or policy guideline may be, it is often doomed to failure if it does not adequately consider, respond to and tailor itself to the local circumstances and environment within which it is to be applied. In short, there is no ‘drag and drop’ magic bullet or solution – change is complex and, as I propose, contextually dependent. I intend to use a mixed methods approach to understand the many contextual factors (at various levels of the system, macro, meso and micro) that may influence the implementation of a redesign initiative within our various regional acute care settings.

Very much inspired by the challenge of clinical redesign, and recognising the dearth of research evidence on how to ensure sustainable implementation of redesign, I hope that my work in this area will have value for Tasmania as well as providing some further-reaching and more generalisable findings on how to contextualise change programs for sustainable improvement, in other settings.

I continue to work one day per week as Program Manager for HSI Tas, job-sharing with our new Program Manager, Deb Avery (welcome on board Deb!), so please feel free to contact either of us if you have any questions about the program, or myself if you would like to find out more about the research interests outlined above. My email is Nelle.Seccombe@utas.edu.au.
JANE SUGDEN
PhD candidate

Jane is the second PhD student to join HSI Tas. Jane has recently commenced full-time, after a couple of months of part-time attendance for training and reading up on what’s going on. She has returned to UTAS after a break of several years - Jane’s undergraduate degree is in pharmacy, as is her honours (which was about changing physicians’ prescribing habits when academic detailing was just warming up - HSI Tas Co-Director Greg Peterson was also her supervisor for that project).

Jane’s focus will be to produce a set of papers that document the entire Clinical Redesign process in Tasmania so others can easily and consistently replicate it. To date, in spite of the many public and private hospitals that have improved the quality, efficiency and safety of many of their services, there is no ‘A to Z of Clinical Redesign’ manual, and little information about how the success of the redesign efforts has been measured. Jane will be working alongside Jim Stankovich, Greg Peterson and Craig Quarmby to fill in the gaps in the published literature and establish performance indicators that can be applied across the hospital to monitor the rate of change and track success. My email is Jane.Sugden@utas.edu.au.

**HSI Tas Honours Scholarships in 2015**

Health Services Innovation Tasmania (HSI Tas) invites students interested in undertaking Honours in health services research within the acute health sector to apply for Honours in 2015, with research projects including:

- A historical evaluation of the ‘Elective Surgery Blitzes’
- An examination of inappropriate ambulance service usage
- Determinants of utilisation of an after-hours GP clinic (Launceston)
- An investigation into frequent hospital emergency department attendees
- An exploration of consumers’ experiences of hospital outpatient clinic services
- An exploration of the various pathways to presentation at the hospital emergency department
- A comparative analysis of ‘GP-type presentations’ to hospital emergency departments in Tasmania
- A qualitative evaluation of previous hospital-based clinical redesign projects undertaken in Tasmania

Up to six $5,000 Honours Scholarships are available. Additionally, direct research and associated travel costs will be covered by the program.


Closing Date: Friday 31 October 2014

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**Australian Government**