The end of the year is a time for reflection for most, and an opportune time for all involved in Tasmania’s clinical redesign program to look back on the first full year of redesign initiatives in the hospitals and ask that challenging question, “What have we achieved?”. To answer that we must first remind ourselves what it is that we have set out to achieve: improved care. Improved care of our patients, our community and all those we work with in providing that care. Improved care through critical analysis and redesign of the systems we work in.

For some the evidence of achievement is reflected in impressive graphs that show decreasing average length of stay, earlier average time of discharge, and outpatient waiting lists that have dropped to levels last seen three to four years ago. Others look at this data display in envy and frustration, wondering when their hard work will produce comparable results. In these cases, when the data is yet to show the early gains of the clinical redesign journey, we need to look elsewhere: to the stories being told.

Like the one about the elderly patient who, after viewing a redesign-inspired poster warning about deconditioning in a hospital bed, calls a nurse to help him walk around the ward to ensure he doesn’t decondition. Or the one about the young doctor who exclaimed to his colleagues one day, “I can’t believe we ever thought it acceptable that our outlier patients would have to wait until the afternoon to be seen!”. Or the one about the senior consultant who now ends his administrative meetings early to ensure he’s on time for every daily multidisciplinary huddle. Or the multiple stories from a once-disbelieving Nurse Unit Manager about the informal interdisciplinary discussions on individual patients that continue after the daily huddles. Stories of improved care.

These stories set the plot for the bigger data stories, and the associated impressive graphics that will follow. These are the stories more and more of our patients and colleagues are now experiencing. These are the stories that, growing in number, reflect the achievements and hard work of all involved in redesigning how we deliver our care.

Congratulations, thank you, and Seasons Greetings to all.

Professor Greg Peterson and Associate Professor Craig Quarmby
Co-Directors, Health Services Innovation Tasmania
Interview with Jen Cane and Kylie Chilcott, Clinical Nurse Educators at the Royal Hobart Hospital

Why do health care professionals choose to participate in practical Clinical Redesign courses? We speak with two recent graduates of the HSI Tas Applied Clinical Redesign Course, CNE’s Jen Cane and Kylie Chilcott, to find out why and what they hope to achieve via the projects they are undertaking in their own workplaces.

Interested in applying for 2016? More information on the Applied Clinical Redesign Course is available in this newsletter.

School for Health and Care Radicals

For the first time ever in Tasmania, a one-day ‘School for Health & Care Radicals’ will be held with Mary Freer, Director of freerthinking and CEO of Change Day Australia. Two schools will occur across the state:

- Tuesday, 16 February 2016 (South)
- Thursday, 18 February 2016 (North & North West)

It’s tough being a change agent! For those that want to change existing thinking and improve services, check out the link below and register:

Dr Pieter Van Dam presents PhD findings

Dr Pieter van Dam, who co-ordinates HSI Tasmania’s educational programs, presented his PhD methodology and findings – his Doctoral study is entitled Respon...
Grounded Theory of Clinical Nurse Leadership Learning. Pieter presented to the Research Matters Group, which is a collaboration between the School of Health Sciences and the Tasmanian Health Service Southern Region, in August 2015.

Leadership Program 2015

A Leadership Program for some of Tasmania's senior health administrators, managers and clinicians, across the state and across organisations, commenced in April 2015 with the first residential masterclass being held in July.

Feedback following the individual 360 degree profiling, feedback and coaching sessions, and the first two intensive masterclasses, suggest that the program is currently exceeding expectations – such feedback reflects not just the program design and facilitators, but it reflects too the hunger amongst all involved to drive a better health service and better health outcomes for our patients and our community, and to do this collectively – across all organisations, across all regions, across all professions, and across all disciplines.

Sydney Presentation - Using clinical redesign to improve service delivery

Dr Nicole Hancock (top) and Sue Hughes (below) were invited to present at the Integrated Strategies to Improve Patient Flow Conference in Sydney in September 2015, which was attended by health professionals and organisations from across Australia.

Delegates noted the methodology and the positive outcomes that are developing from the redesign efforts within Clinical Redesign Office South. Following Nicole and Sue's presentation, there was considerable interest in and reference to the redesign activity underway across Tasmania throughout the remainder of the conference.

This was a great opportunity to promote the work of HSI Tas and develop interest in the redesign activities in the Southern redesign office.
Change Day is coming...

Change Day is a people led, accessible and energetic social movement for better health outcomes.

Hands up to make a difference - 16 March 2016.

CRO-N Rapid Improvement Event, 29 & 30 October 2015

The Rapid Improvement Event (RIE) – North was held on October 29-30. This event compressed components of Clinical Redesign, that would normally take several weeks or months of meetings, into a two-day programme.

A range of surgeons, physicians, GPs, nurses, clerks, allied health professionals and eHealth staff were invited. They were exposed to data and information relating to attendances, cancellations and the outpatient waitlist. General Practitioner, Leanne Jones, promoted the culture of GPs liaising with the hospital in developing long term management plans for chronic patients whilst taking over the care of more acute review or follow-up patients. The Tasmania Healthcare Pathway was endorsed as a great site for information about referring to and accessing services and generated much discussion about the quality and processing of referrals.

The day was filled with much discussion about issues with valuable direction from Lauri O’Brien (Principal Redesign Consultant, Health Services Innovation Tasmania). The enthusiasm with which staff participated was evident when we
worked on our Big Picture Map. Those present identified issues and processes within Specialist Clinics then commenced working on solutions. Further solutions and activities are now being planned, implemented and monitored in unit specific work groups.

The RIE promoted the engagement of individuals and understanding between groups. It demonstrated the value of data in identifying progress. Most importantly the RIE has proven to all that we want to make a positive contribution to the improvement in service to our customers.

Photo: Clarissa Young, Nurse Practitioner - Wound Management

ENHANCE YOUR CLINICAL REDESIGN SKILLS THROUGH POST-GRADUATE STUDIES

In Australia and around the world, demand for healthcare services is escalating, fuelled by an ageing population, technological and diagnostic advances, and rising rates of chronic illness. This puts pressure on our healthcare services and the lifeblood of those services – health care professionals – to keep up with demand and ensure the best care for every patient.

What will I learn?
This fully-flexible online program is designed to fit around the busy lives of professionals working in the healthcare industry. You will be equipped with practical hands-on skills and enhance your research capabilities. Your skills will be developed in planning, implementation and evaluation of evidence-based health service improvements.

Your advanced problem-solving and analytical skills will also be developed to help ‘diagnose’ service delivery blockages, inefficiencies and problems. You will then be supported to engage collective action, and implement solutions that lead to lasting change and improved service delivery for patients.

The Bachelor of Healthcare with Professional Honours (Clinical Redesign) M4V is for professionals working in the healthcare industry. Whether you are a practising health professional in a public, private or not-for-profit organisation, or a

For more information
More information on the Bachelor of Healthcare with Professional Honours (Clinical Redesign)
health service administrator – this course will directly build on your experience, equipping you with the essential skills, tools and knowledge to lead the positive change in health service delivery you want to see in your workplace.

M4V including entry requirements, course length and study outcomes, can be found online at: [www.utas.edu.au/postgrad-health](http://www.utas.edu.au/postgrad-health). You can also contact Dr Pieter Van Dam at Pieter.VanDam@utas.edu.au.

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**Don't break the siloes, connect them**

HSI Tas Principal Redesign Consultant Peter Maree recently spoke at the Improving Healthcare International Convention in Melbourne in November 2015.

The themes of the conference were:

- advance integration,
- improve quality,
- empower people, and
- enable technology.

Peter presented under the theme of integration. The title of his talk was *Don't break the siloes, connect them*. Peter put forward the argument that increased life expectancy has resulted not only in an ageing population but also increasing multimorbidity. Whilst there have been advances in healthcare technology, coupled with greater degrees of specialisation in health care, the way we configure and structure our health services has not kept pace with changing morbidity profiles in the community. This results in systemic inefficiencies in the system.

Peter described a methodology for quantifying and demonstrating this complexity in our communities and put forward some ideas about how the output could be used to create better efficiencies in the health system.

Presentations can be found at the [conference website](http://www.utas.edu.au/postgrad-health).

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**Lauri O'Brien presents at APAC Forum**

Lauri O'Brien presented Tasmania's transformational redesign work to the APAC Forum, the Asia Pacific's premier healthcare conference, in New Zealand in September 2015. Lauri's presentation covered the context behind HSI Tasmania's development, our methodology, initial results and our next steps. Over 1,500 delegates, health professionals across the Asia Pacific region were in attendance.

[Click here to view Lauri's presentation](http://www.utas.edu.au/postgrad-health) *(PDF 6.67MB)*
**GPLO Newsletter highlights clinical redesign activities**

The October RHH General Practice Liaison Newsletter provides some insights into their great clinical redesign activities. Read their attached newsletter to find out about their work to improve services in outpatient clinics and diabetic retinopathy screening.

View the newsletter [here](#) (via DHHS website).

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**Applied Clinical Redesign Course**

This course is delivered over 20 weeks including 5 face to face days. The course is designed to equip participants with the practical tools, skills, techniques and behaviours to effectively problem solve within the healthcare setting.

In order to apply improvement methodologies to real life problems in healthcare, participants are required to submit an abstract of up to 250 words at the time of enrolment, outlining a clinical redesign issue they would like to address within their scope of influence.

This challenging and rewarding course in innovation and redesign is aimed at anyone who is passionate about improving service delivery across the patient journey.

**2016 Intake Course Dates:**

- **9th and 10th February 2016** (face to face)
- **5th and 6th April 2016** (face to face)
- **31st May 2016** (face to face)

**Venue:** 99 Bathurst Street, Hobart

For more information, please visit our [website](#) or contact Dr Pieter Van Dam at [Pieter.VanDam@utas.edu.au](mailto:Pieter.VanDam@utas.edu.au).

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**Skills for Involving People in Change Course**

These workshops are designed for anyone who is interested in learning more about the relational challenges of healthcare improvement and complement the "Introduction to Clinical Redesign Workshop". There are two workshops in the series and it is recommended that participants attend both.

**2016 dates now available!**

**Hobart**

- **Workshop 1:** 8 March 2016
- **Workshop 2:** 17 March 2016

**Venue:** 99 Bathurst Street Hobart, Level 2, Amenities Room

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

**Launceston**

- **Workshop 1:** 2 March 2016
- **Workshop 2:** 3 March 2016

**Venue:** Details coming soon

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

**North West**

- **Workshop 1:** 23 February 2016
- **Workshop 2:** 1 March 2016

**Venue:** Cradle Coast Campus/Rural Clinical School, Multi-Purpose Room B

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

For more information, please visit our [website](#).
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