



ACI NSW Agency
for Clinical
Innovation

ie INNOVATION
EXCHANGE

Innovation Exchange Contribution Toolkit

A standardised first-step resource for
sharing health innovation and
improvement initiatives

AGENCY FOR CLINICAL INNOVATION

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ABOUT THE ACI

The Agency for Clinical Innovation (ACI) works with clinicians, consumers and managers to design and promote better healthcare for NSW. It does this by:

- Service redesign and evaluation – applying redesign methodology to assist healthcare providers and consumers to review and improve the quality, effectiveness and efficiency of services.
- Specialist advice on healthcare innovation – advising on the development, evaluation and adoption of healthcare innovations from optimal use through to disinvestment.
- Initiatives including Guidelines and Models of Care – developing a range of evidence-based healthcare improvement initiatives to benefit the NSW health system.
- Implementation support – working with ACI Networks, consumers and healthcare providers to assist delivery of healthcare innovations into practice across metropolitan and rural NSW.
- Knowledge sharing – partnering with healthcare providers to support collaboration, learning capability and knowledge sharing on healthcare innovation and improvement.
- Continuous capability building – working with healthcare providers to build capability in redesign, project management and change management through the Centre for Healthcare Redesign

ACI Clinical Networks, Taskforces and Institutes provide a unique forum for people to collaborate across clinical specialties and regional and service boundaries to design improved models of patient care. A priority for the ACI is identifying unwarranted variation in clinical practice and working in partnership with healthcare providers to develop mechanisms to improve clinical practice and patient care.

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SECTION ONE: GETTING STARTED

The Innovation Exchange and its Purpose

Employees working in across the health system now benefit from a single, convenient online site to share and access innovation and improvement initiatives, programs and projects from Healthcare organisations across NSW and beyond.

The Innovation Exchange provides a single place to showcase and promote the great work that is happening in our health system.

This supports a standardised ‘first step’ gateway resource for a high-level overview of each initiative and an online resource that can be accessed by anyone any time.

The Innovation Exchange will provide a succinct overview of each project, explain the wider context in which it exists, and contact details to find out more information.

The Innovation Exchange is the place to find out which initiatives are being implemented, across specialty areas, local areas and can look at what other local areas are doing to address specific challenges. It provides the opportunity to learn from other organisations, collaborate and partner on initiatives.

Working together, we want to explain the role of each initiative, program and project as clearly as possible. In doing this, its benefits – and its context within the wider health system – can be easily understood by as many people as possible.

Why a Toolkit?

For the Innovation Exchange to work to its full potential, we need to make it simple and easy to understand so readers can use it effortlessly.

This toolkit will help you to collate relevant information on an initiative, program, or project – and then draft this information into a useful summary.

Writing isn’t simple for many of us, so we have created this toolkit to help make this task faster and more efficient for you. It will also simplify matters for our diverse online readership, as a uniform tone of voice and style will make the content easy to read and understand.

No matter what your role is in this process, you should find useful tips and advice throughout this guide.

Our Values and Tone of Voice

Our shared tone of voice is based on the CORE values of NSW Health:

- COLLABORATION
- OPENNESS
- RESPECT
- EMPOWERMENT

Within our respective agencies, we all share these values and they will directly guide how we write. Our language will be straightforward, professional and precise.

Since most readers will be new to the portal it’s important to keep things simple, thereby encouraging them to come back.

SECTION TWO: PREPARING TO COMPLETE AN INITIATIVE SUMMARY

The Initiative Summary covers high-level details behind each initiative, and it presents this in a consistent, standardised way.

This is the content that is provided by you about your project and then uploaded to be included on the Innovation Exchange.

What is an Initiative Summary?

This is the framework you will use to draft content around your initiative, program or project. Once complete, you will upload this Initiative Summary to the Innovation Exchange.

By working within this framework, readers will benefit from the consistent, standardised presentation of information.

Where Can I See an Example of a Completed Initiative Summary?

We have included an example of an Initiative Summary to guide help you in what is expected when completing the summary.

Alongside each example, we have highlighted the rationale behind each summary, with tips on how you can create a similarly strong update.

Before you Start

Keep your reader in mind throughout the process. This will make writing the Initiative Summary far easier.

Ask yourself:

- What do they really need to know?
- How can I keep my messaging as high-level as possible?

It may help to think of someone you know who has no prior knowledge of the initiative, or perhaps someone who has a very simple understanding of the health-care system in which we operate.

Once you have this person in mind, it will help you to write clearly, and avoid using complex language.

The general rule of thumb is: 'Write this once and write it well', and we can syndicate this information across numerous internal and external communication channels – to benefit more people.

Do I Need Permission?

Initiatives produced in the NSW public health system, must have the appropriate local approvals before they are published.

If you are uncertain of your local process, talk to your project sponsor, or Redesign Leader. The [Redesign Leaders Contact List](#) is on the ACI website.

SECTION THREE: HOW TO COMPLETE AN INITIATIVE SUMMARY

Below is the template and an example of content that has been written for the Initiative Summary. These are designed to provide practical assistance on how to write your own summary.

The template includes descriptions of the sections and helpful tips.

Please note: the words ‘initiative’, ‘program’ and ‘project’ are used interchangeably throughout. The portal will also require other details that do not need to be written, such as the status or sites where the initiative has been implemented. These are added by using controls within the content management system.

Innovation Exchange - Content Contribution Template

The following template outlines the information required for each initiative to be published on the Innovation Exchange. It is important that the language used in this template is plain English, free of jargon and acronyms.

Initiative is used as a generic term to include projects, programs, models of care etc.

Required information is highlighted in purple.

SECTION	DESCRIPTION
Name (Required)	The title of the initiative or project TIP: try to keep this less than 6 words. Use sub-titles for longer description
Date (Required)	Project start and finish dates. Any other milestone dates.
Type of Project	What type of project is this? Is it an Innovation Award, a local award, a Centre for Healthcare Redesign or Clinical Leadership Project? TIP: It May be more than one type.
Aim (Required)	Provide a short statement outlining the aim(s) of the initiative. TIP: What is the single over-arching goal behind this initiative?
Benefits (Required)	Provide a short description of the over-arching potential benefit behind this initiative. What are the benefits to patients, to staff, to the system? TIP: It can help to think of a few short bullet points here.
Summary (Required)	Write a short outline or abstract that describes the initiative. TIP: Think about how you would explain this initiative to someone you met for the first time, and use this as a starting point.
Lead Organisation (Required)	Who is the lead organisation, (Local Health District, Specialty Health Network or other organisation)?
Contact(s) (Required)	Who is the lead contact for the initiative? Please include Name, Position, phone number and email

SECTION	DESCRIPTION
Status (Required) Select the status of the project	Sustained The project has been implemented, is sustained in standard business.
	Implementation The initiative is ready for implementation, is currently being implemented, piloted or tested.
	Pre-implementation Planning for the initiative is well underway. Clinician/Consumer consultation has occurred.
	Future initiative These include those that are in the operational plan and/or an active work project
Background	Write a short overview on how this initiative came to be. TIP: This is an opportunity to briefly touch on factors that led to the development of this initiative, and what is the case for change. Keep this very high-level.
Solutions Implemented	What did you do to address the problem or challenge? What activities have been implemented, resources developed and rolled out as part of this initiative?
Evaluation / Results	How has the initiative been evaluated? What evaluation measures are in place? Or at the very least, how the initiative will be evaluated. What are the outcomes? What results have been achieved?
Lessons Learnt	What did you learn? Were there challenges in solving the problem, or implementing the change, or things you would do differently next time? Any 'Aha' or 'Oh no!' moments?
Partnerships	Please consider non-government organisations, community organisations and Health Pillars or programs that have assisted in the project such as Centre for Healthcare Redesign, Clinical Leadership Program.
Implementation Sites	Where has this initiative been implemented? Details of Hospitals, General Practice Clinics, Community Centres, LHDs/ health care providers implementing the initiative.
References	What references did you use to base your innovation on? This could be references/links to web pages, documents that contain resources for the initiative, published journal articles. Is there another organisation you need to acknowledge – which provided you with ideas / solutions?
Further Details / Resources	Provide any relevant documents, images, graphs, photos, list relevant web links for readers to have the opportunity to find further details.
Tags / Keywords	What key words and search terms would you use if you were looking for information on your project?

Approval

Do you have the necessary approval from your organisation to submit this information?

(Tick box) The required local approval within my organisation has been provided to publish this content/initiative on the Innovation Exchange.

Name of approver:	
Position	
Email	
Phone	
Date	

Example of a completed content template

SECTION	DESCRIPTION
Name (Required)	Happy Fracture After Care Experiences (FACES) Project
Date (Required)	Start date: 2013.
Type of Project	Centre for Healthcare Redesign
Aim (Required)	To measurably improve the patient journey for patients referred to the Royal Prince Alfred Hospital Fracture Clinic and manage the clinical load of the Fracture Clinic to ensure consultations are performed within the operational hours of the clinic, within 12 months
Benefits (Required)	<p>Benefits for patients include:</p> <ul style="list-style-type: none"> • improved knowledge of what to expect when attending the service and how to access alternatives to attending the fracture clinic where appropriate • reduced waiting time to be seen in the clinic (from time of arrival) • improved comfort in the waiting room <p>Benefits to staff include improved satisfaction with working in the clinic.</p>
Summary (Required)	<p>The redesign project was established to address issues relating to the long waiting time experienced by patients when they attended the service. Clinics often ran over time, patient numbers were high and staff were experiencing incidents of aggression from patients.</p> <p>Using clinical redesign methodology, the project team learned about patients' experiences through interviews and satisfaction surveys and worked with staff to determine the key issues related to waiting times, satisfaction and comfort and used audits to obtain objective data on the issues. Using solutions such as improving the information given to patients, introducing a system of staggered patient intake, staff education and visual monitoring, we have achieved some early success in improving customer service, waiting room comfort and waiting time for patients.</p>
Lead Organisation (Required)	Royal Prince Alfred Hospital, Sydney Local Health District
Contact(s) (Required)	<p>Name: Julie Penn</p> <p>Position: Senior Physiotherapist, Project team and Deputy Head of Department of Physiotherapy RPA</p> <p>Phone: 95159822</p> <p>Email: Julie.penn@sswahs.nsw.gov.au and</p> <p>Name: Vanessa Nube</p> <p>Position: Project Lead</p> <p>Phone: 97675221</p> <p>Email: Vanessa.nube@sswahs.nsw.gov.au</p>

SECTION	DESCRIPTION
Status (Required) Select the status of the project	Implementation The initiative is ready for implementation, is currently being implemented, piloted or tested.
Background	<ul style="list-style-type: none"> • 33% increase in the number of presentations to the fracture clinic between 2007-2012 • Clinics often running over time • Many patients experiencing long waiting times within the clinic • Frustration experienced by many patients was the impetus for change.
Solutions Implemented	<ul style="list-style-type: none"> • Staggered patient arrival times on scheduler • Better communication to patients • Business rules for doctor attendance • Visual monitoring of clinic waiting time • Staff education in customer service, managing complaints and aggression from patients and education of emergency department staff as the main source of referral • New waiting room chairs, foot stools, electronic information boards and TV in progress • Modification of referral criteria in progress
Evaluation / Results	<p>Evaluation</p> <ul style="list-style-type: none"> • Progress is being monitored by a sample of patients completing and submitting time sheets to measure waiting time • Patient experience trackers (PETS) have been used to survey patients' satisfaction with waiting time, staff courtesy and waiting room comfort. • Clinic staff are monitoring patient numbers, clinic running time and staffing levels • Patients completed evaluation of new information sheet. <p>Outcomes</p> <ul style="list-style-type: none"> • Waiting time: 3 clinics have achieved target while the other 2 have halved their average waiting time. • Patients surveyed (n=48) report <ol style="list-style-type: none"> 1. higher level of comfort in the waiting room (baseline 42% comfortable to 87% comfortable June 2014) 2. increased satisfaction with waiting time (50% rated poor or very poor at baseline, 79% rated average or higher in June 2014) 3. higher levels of satisfaction with staff courtesy
Lessons Learnt	<ul style="list-style-type: none"> • One size doesn't fit all in scheduling of doctors' clinics. • Providing additional information for patients is not sufficient to drive behaviour change to support implementation, e.g. attending at advised time. • It pays to be seen to be doing something. Patients and staff have responded positively when they can see that an effort is being made to improve. • Some causative factors cannot be mitigated, e.g. patient complexity
Partnerships	Centre for Healthcare Redesign (CHR).



SECTION	DESCRIPTION
Implementation Sites	Royal Prince Alfred Hospital Fracture Clinics in the Institute of Rheumatology and Orthopaedics
References	Literature search was conducted, however it was not highly influential in terms of the solutions or implementation.
Further Details / Resources	Provided separately.
Tags / Keywords	In clinic waiting time Fracture clinic Patient journey

Approval

Do you have the necessary approval from your organisation to submit this information?

(Tick box) The required local approval within my organisation has been provided to publish this content/initiative on the Innovation Exchange.

Name of approver:	
Position	
Email	
Phone	
Date	

SECTION FOUR: SUBMITTING YOUR INITIATIVE

Process

The process for publishing an initiative follows these steps:

- 1. Contribute** - You can [use the online form](#) or [Word template](#) and email your initiative to aci-ie@health.nsw.gov.au. You must have local approval (e.g from the project sponsor) before submitting the project to the Innovation Exchange.
- 2. Assess** - The ACI Team will consider your initiative for suitability based on the criteria described in this section. We also check for any potential copyright or other issues at this stage.
- 3. Develop** - We work with you to ensure we best present your initiative in the most effective way. We develop a draft web page of your initiative with associated resources.
- 4. Notify** - You, the project approver and Chief Executive are notified that this initiative is now ready to publish. At this stage, the Chief Executive will have a two-week period in which a request can be made, if required, to amend or withdraw the publication.
- 5. Publish** - The page will be published on the Innovation Exchange. New projects will be mentioned in the *Innovation Exchange News*.
- 6. Review** - You are welcome to update your initiative at any time. We will review all initiatives annually and invite you to update your initiative. Any initiatives that no longer meet the criteria will be archived.



Assessment Criteria

After you submit your initiative summary, it will be assessed by the ACI Team against the criteria in the table below.

The content must score at least 12, and at least three in each of the first three criteria: relevant, useful and current. The ACI team will work with contributors to ensure all initiatives meet this standard.

CRITERIA	DESCRIPTION	SCORE				
		5	4	3	2	1
Relevant	It is important and applicable. It addresses a system wide priority in Health	Highly relevant to a large number of local health services and possibly internationally relevant	Relevant in many health care settings locally and nationally	Relevant to a number of local health services and locally	Limited relevance to a small number of sites, not relevant in many areas	Unique project, unlikely to be relevant in other areas and settings
Useful	There is enough information and resources to enable another health service / professional to implement it	The information is highly practical and resources are available to implement this in other areas	Will be useful for other health services. Most of the information and resources are available and contact details exist	Provides useful information and good ideas to work from but further development may be required	Not easily adaptable to another setting. More information is required	Content too specific and is not adaptable or practical to another scenario at all
Current	The content is still good and current / the only example of the innovation	Developed in the past 12 months, it is topical and a high priority	Developed in the past twelve months. Still quite topical. Part of an ongoing innovation / reform program	Developed in the last 18 months. Still part of an ongoing innovation / reform program and priority	Developed over 2-3 years ago. Content is outdated, more current content available already	Developed more than 3-4 years ago. Has little or no practice relevance. More current content available
Concise	Content is brief. Contains only information relevant to the innovation / clinical practice improvement	Clear concise, is easily understood and contains all information	Content is focussed easily read and understood	The information is worth reading but could do with some editing to ensure easily understood	Information is unclear. Need to read a few times to understand, would need re-writing	A small amount of content buried in a large volume of text. Difficult to follow

SECTION FIVE: CONTACTS

For more information about the Innovation Exchange, or questions about submitting your initiative, please contact:

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