

Graduate Certificate Program

Since 2007, the Agency for Clinical Innovation Centre for Healthcare Redesign (CHR) has been delivering a statewide program for health professionals to build skills and knowledge to improve clinical processes and deliver better patient journeys. Using proven redesign methodology, frontline staff learn how to identify issues impacting patient experience, and then develop and implement sustainable change. This improves the way healthcare is delivered and experienced, benefiting both staff and consumers.

Vision

The CHR promotes and facilitates the use of redesign methodology and knowledge management to innovate healthcare.

The CHR Graduate Certificate (Grad Cert) program is offered in partnership between the ACI and the University of Tasmania (UTAS), and is available to all NSW Health staff. The program results in an increased capability in the healthcare system and contributes to the Institute for Healthcare Improvement's Triple Aim:

- improving the patient experience of care
- improving the health of populations
- reducing the per capita cost of healthcare.

Grad Cert program overview

- Three program intakes per year
- Interactive curriculum, including 13 face-to-face days per program
- Comprehensive eLearning
- Award of Graduate Certificate in Clinical Redesign
- Graduation day bringing together key stakeholders
- 27 redesign leaders in Local Health Districts/Networks provide workplace coaching.

Projects

The program has supported a wide range of projects, including high profile and statewide initiatives, such as:

- emergency department models of care and access
- chronic pain management
- hospital in the home
- integrated care
- patient flow
- the Leading Better Value Care program.

Outcomes

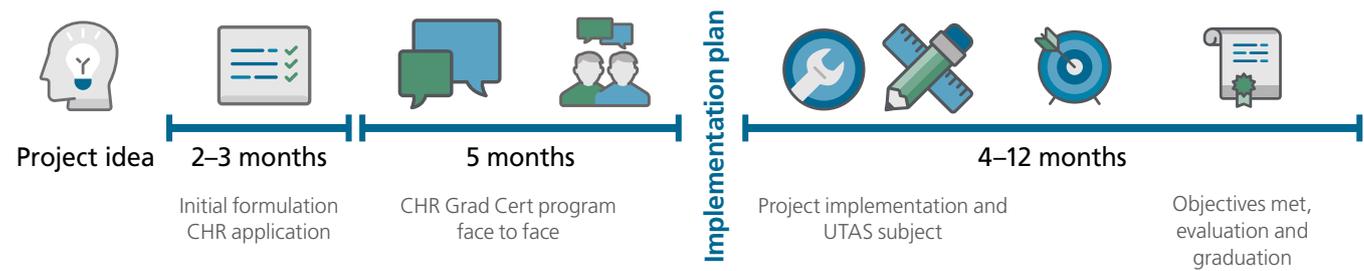
- More than 500 graduates, with consistent high demand for the program
- More than 300 projects
- More than 2,000 users on the Gem eLearning platform
- Collaborative projects across organisations
- A number of participants have continued on the second year UTAS study pathway, which remains scholarship funded.

Redesign methodology

The redesign methodology integrates various tools and techniques to develop robust improvement projects. It focuses on developing solutions to address root causes and provides participants with implementation skills to achieve sustained outcomes.



Grad Cert program project timeline



Project idea

Projects best suited to the redesign methodology are improvement projects, where staff identify a high priority and measurable problem to solve in their organisation.

Initial formulation

Once the issue is identified, staff should start defining the project. This includes determining what the goal is, who will manage the project and how the project team will be organised. The application form offers a list of criteria to consider prior to starting the project.

CHR application

Staff are encouraged to apply in teams of 2-3. We recommend that at least one member of each area impacted by the change joins the program. For example, if the project addresses issues for patients with a mental illness who present to the emergency department (ED), the CHR participants should include at least one staff member involved with mental health and one from the ED. The application must be reviewed and approved by staff members' manager, project sponsor and local redesign leader prior to being submitted to the CHR.

Grad Cert program

The Grad Cert program provides the learning component to set up a successful project from project initiation to evaluation. The main outputs of the program are a strong implementation plan and tools for successful change management.

The program takes five months in total and requires a considerable time commitment. Participants are expected to be backfilled for 2-3 days a week (depending on the scope of the project – large projects require full time commitment to underpin success). During this time, redesign leaders provide valuable support in coaching participants.

Participants then complete a research unit delivered online by UTAS over one semester, which requires 6-8 hours self study per week (this unit is not generally backfilled).

Project implementation

The project implementation is the key phase to achieve the objectives. During this phase, participants are accountable to their organisation for the successful implementation of their project.

This is highly time consuming and participants will need to be backfilled until the changes become business as usual. Redesign leaders continue to provide coaching, and the project sponsor plays a key role in accelerating the implementation.

Objectives met, evaluation and graduation

Objectives are usually met 4-12 months after the end of the CHR Grad Cert program. This can vary significantly depending on many factors such as the scope of the project, the availability of resources (including participants' time) and the involvement of the project sponsor.

Successful participants present their achievements during the graduation day and are formally awarded the Grad Cert in Clinical Redesign.

Continuous improvement

The redesign process is part of continuous improvement activities. Projects, goals and objectives should be constantly reevaluated to ensure the systems meets the demand and progresses towards achieving the Triple Aim.

'The course gave me the tools, discipline and methodology for not only project management but for many aspects of my work and personal life.'

– Program participant

'I wish all the staff could attend and be inspired.'

– Project sponsor

'As the participants' learning progresses I can see how they grow in their skills, knowledge and confidence to affect change in their local environment.'

– Redesign leader