

Change Management in Community Nursing: a Partnership to Improve Organisation Performance

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Presentation outline

- RDNS – an overview
- Change management – Project STRIVE
 - Establishing a mandate for change
 - Project management methodology
 - Staff engagement
 - Using data and evaluation
 - Ensuring sustainability

RDNS - our beginnings

- A charitable, not for profit organisation founded in 1885
- Innovations:
 - 1892: Midwifery service
 - 1926: Well baby clinics
 - 1934: Family planning clinics
 - 1962: Post basic course in Community Nursing
 - 1965: Hospital liaison nurses

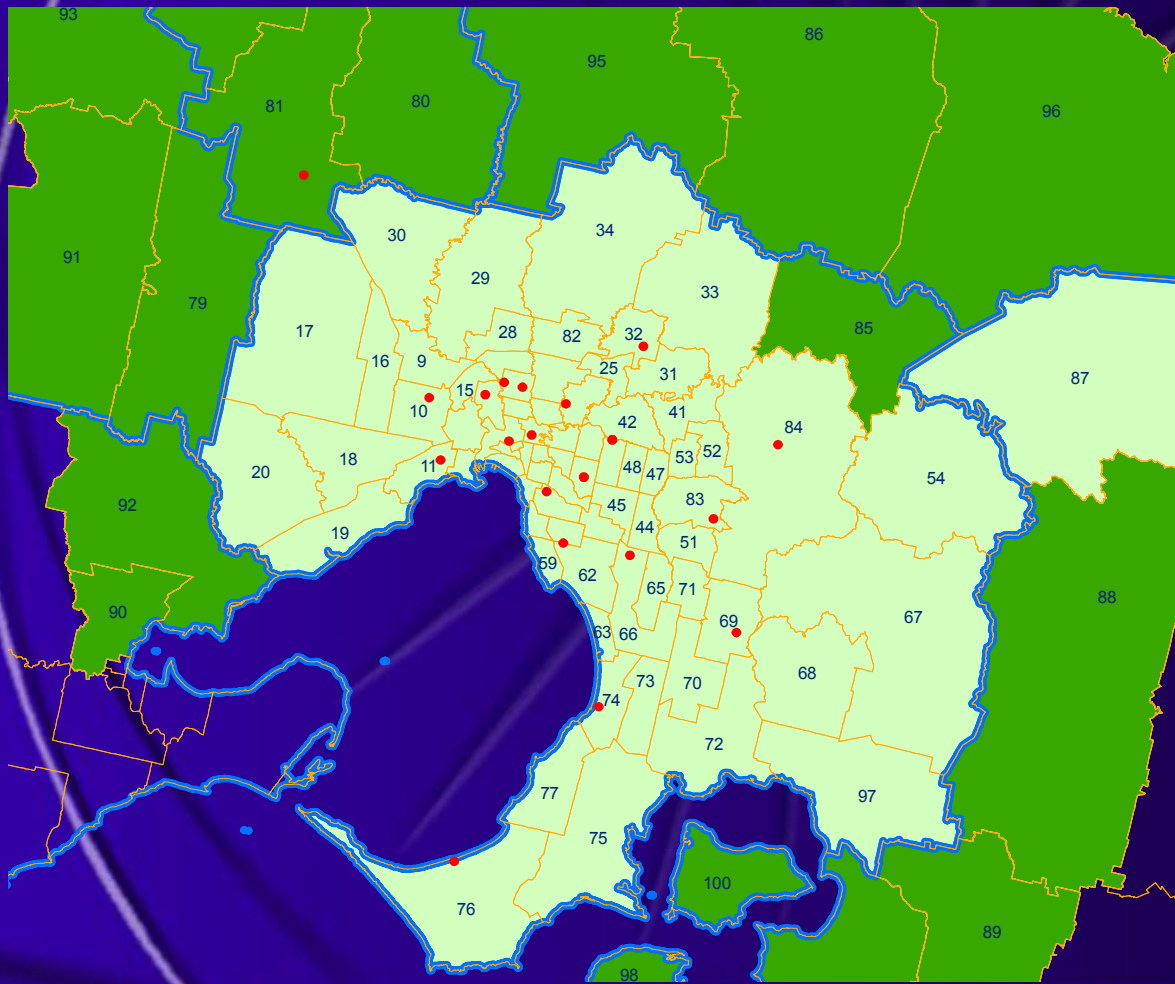


RDNS – and now...

- Since 1985 the major provider of HACC community nursing in Melbourne
- Range of specialties:
 - Diabetes
 - Wound care
 - Continence
 - Palliative care
 - Stomal therapy
 - HIV / AIDS
 - Cystic Fibrosis
 - Homeless Persons



RDNS – home nursing across Melbourne



- 7,000 clients
- 1250 staff
- 24/7 service
- CSC
- 18 centres + HPP
- 590 cars

Each year

- 1.5 million visits
- 540,000 hours
- 8,500,000 km

Why do the project?

- Review in 2004 identified between 1999 and 2003 the growth in direct care hours had plateaued while costs increased
 - External factors
 - Internal factors
- Senior management wanted to engage staff in the identification and implementation of solutions
- Pilot innovative projects in 3 centres then rollout

Establish a mandate for change

- Engage Board of Directors through the approval of a concept document
- Engage senior management through a one-day workshop that identified
 - Broad goals for the change initiative
 - Issues and processes to be addressed
- Identify who is responsible

Project management methodology

- PRINCE2™
 - A finite and defined life cycle
 - An organisation structure, with defined responsibilities, to manage the project
 - Defined and measurable business products
 - A corresponding set of activities to deliver the business products
 - A defined amount of resource

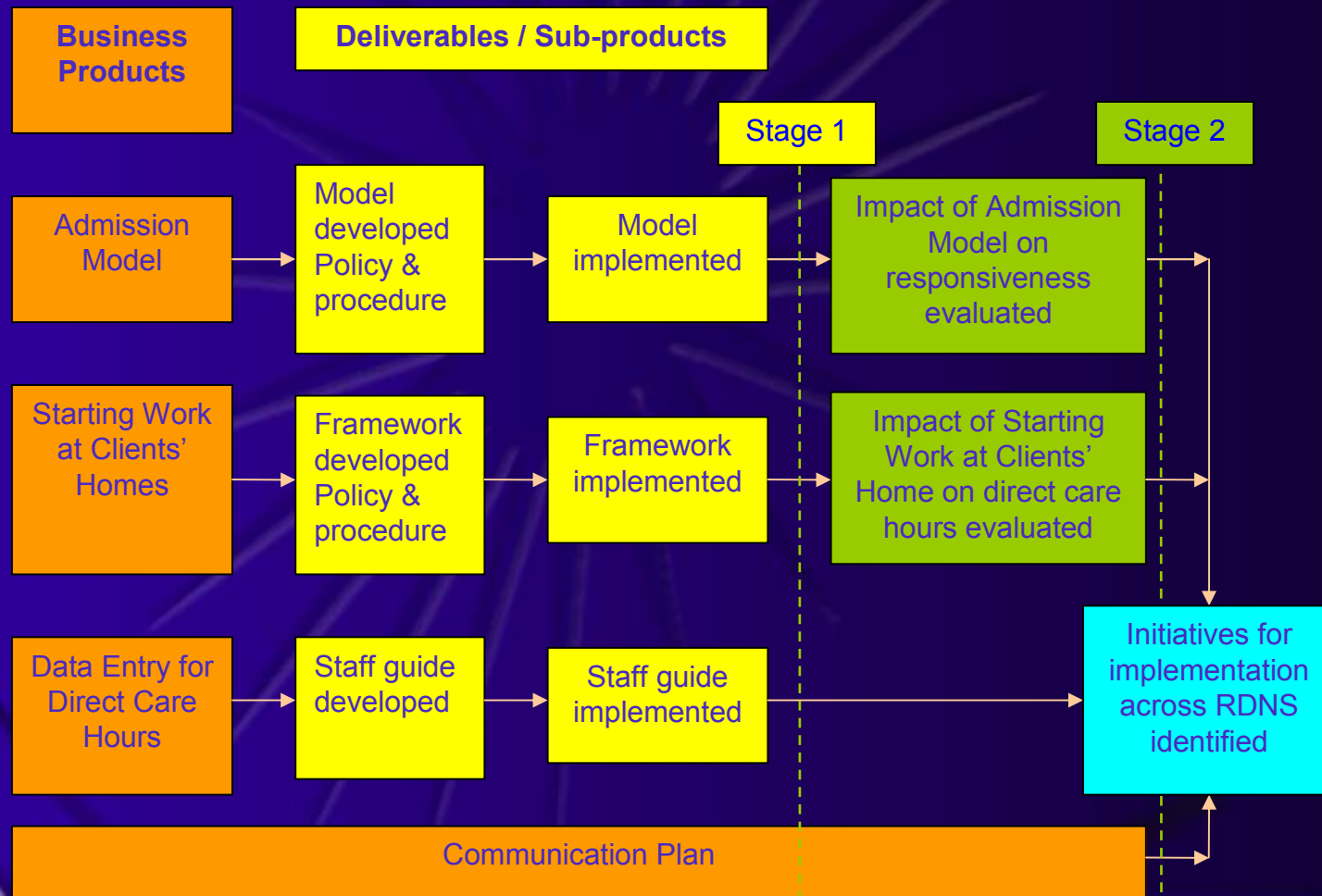
Project management methodology

- Project Initiation Document
 - Business case
 - Project definition
 - Project organisation structure
 - Project plan
 - Communication plan
 - Project quality plan
 - Project controls
 - Project authorisation

Project organisation structure



Project plan



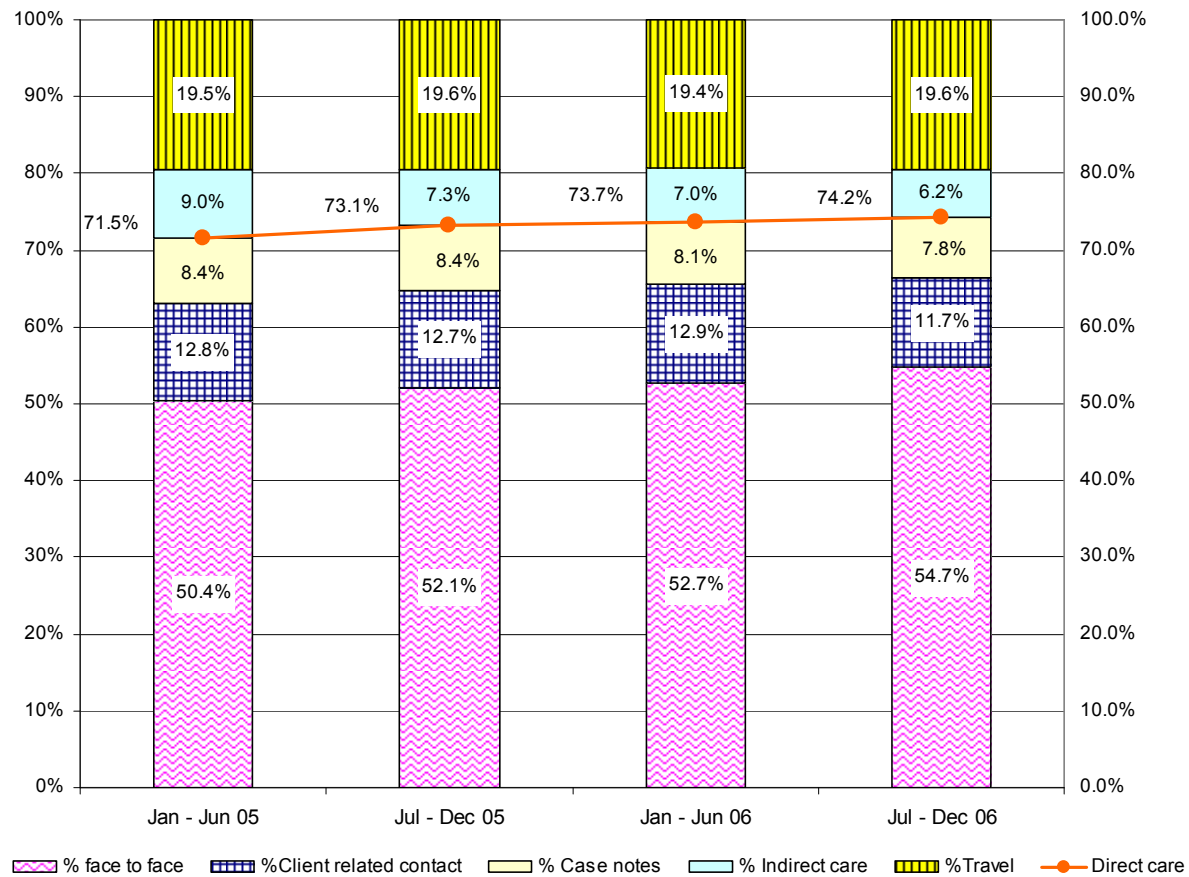
Staff engagement

- Establishing staff ownership to encourage staff to advocate on behalf of changes and promote changes to colleagues
 - Training program on 'Self Leadership and Team Dynamics'
 - Implementation teams for each business product
 - Workshops for staff to brainstorm new ideas
 - 'Link' people at each centre to support communication between the project and staff

Using data and evaluation

- Monitor the extent the project improves efficiency and responsiveness - 'Balanced scorecard'
- Efficiency performance indicator
 - Percentage of the nursing staff's working day used to provide direct care (i.e. billable) hours
- Responsiveness performance indicator
 - Number of admission visits provided by staff

Using data and evaluation



Ensuring sustainability

- Barriers to change were identified and addressed (eg. computer connectivity, battery life)
- The deliverables for each business product included processes &/or communication tools
- The pilot project Team Managers became internal consultants who worked with RDNS' 13 other Centre Managers to rollout initiatives

Conclusion

- Scaling PRINCE2 down to meet organisation requirements can
 - Provide appropriate level of documentation and process management
 - Retain transparency in regard to roles, deliverables and outcomes

Conclusion

- Feedback from focus groups
 - ‘Centre staff were positive about their involvement in the change management process as this increased their connection with work being undertaken’
 - ‘Nice to be involved with the process rather than being told what to do’

Thankyou