



## Overview

The Enhancing Practice Program is designed to support culture change within organisations, particularly with respect to enhancing a culture of person-centred, interdisciplinary care that improves outcomes for older people. The Program provides a constructive way of challenging attitudes and behaviours and aims to generate momentum and interest in practice change. Key themes of the Program include the issues of ageing, ageism, person-centred care and interdisciplinary practice. The Program is a “pebble in the pond” to help foster an organisational culture that more explicitly values each patient or client as an individual, effectively addressing his or her specific needs, culture, context and capabilities. The Program can be used to complement other organisational enhancement initiatives. It was designed in 2004 at Northern Health (NH) in collaboration with the Council on the Ageing (COTA), and has subsequently been implemented across a range of metro and rural health services in Victoria. It is supported by the Department of Human Services, as part of the Improving Care for Older People initiative.

The Enhancing Practice Program draws on contemporary adult learning principles, which assume that adults are autonomous, goal oriented and self-directed learners. The style of the Program acknowledges that participants have accumulated life experiences and knowledge, and that new knowledge and skills build on what they already know. The Program takes an experiential and process oriented approach. It incorporates reflective practice, role-plays and individual, small and large group activities. To ensure that learning from the Program is applied in practice, each participant completes weekly follow-up activities, including development of an action plan for improving an aspect of care. These aspects of Program design differentiate it from the more traditional didactic approaches usually taken to educate in hospitals and health care organisations.

The Program encourages participants to take responsibility for their own learning in a structured and supportive small group environment. It engages staff across an organisation by seeking support and participation from people in management, clinical and support roles.

## Program objectives

The objectives of the Enhancing Practice Program are to:

- enhance awareness of person-centred care;
- foster a greater understanding of the patient and carer experience;

- explore issues and experiences of ageing;
- promote critical thinking and problem solving;
- encourage actions that enhance practice; and
- develop and strengthen interdisciplinary approaches to care delivery and service development.

## **Key components of the Enhancing Practice Program**

The Enhancing Practice Program comprises:

- A process of engagement and negotiation with the Executive of a participating organisation;
- A Managers' Workshop – a half day session for senior managers and key leaders in the organisation to secure their support and set the scene for practice change;
- The Enhancing Practice Workshop Series – comprising a series of three, three-hour experiential learning sessions for staff of the organisation;
- A "Maintaining the Momentum" session – an event organised 4 – 6 months following Programs delivery to provide an opportunity to formally acknowledge the achievements of the Program participants and showcase the outcomes of selected action plans; and
- A Feedback Report to the organisation at the conclusion of Enhancing Practice Workshop implementation, containing participant and organisational feedback and a summary of action plans generated from the Program.

### ***Executive Support***

Prior to implementation of the Program, the Enhancing Practice Team meet with the Executive (or delegates) of a participating organisation to provide a comprehensive overview of the Program and to seek an understanding of how the Program might align with the organisations directions and strategies. The Enhancing Practice Team seek executive commitment to actively lead and support culture change, and identify the key leaders within the organization who will support implementation of the Program and its outcomes.

### ***Managers' Workshop***

A 4-hour Workshop for senior and middle level managers is conducted prior to the commencement of the Enhancing Practice Workshop Series in each organisation. In this Workshop, the Managers:

- Experience a selection activities from the Enhancing Practice Workshop Series;
- receive information about the Program objectives, structure and content; and
- Engage in discussion about their role in recruiting and supporting staff to participate, and in using and sustaining the beneficial outcomes of the Program.

## ***The Enhancing Practice Workshop Series***

The Workshop Series is the core component of the Enhancing Practice Program. Each Workshop Series has a maximum of 16 participants, each of whom are expected to attend all three 3-hour sessions, spanning a period of 6 weeks. Pre-Workshop and follow-up activities are provided to participants to complete between sessions, encouraging participants to reflect on ideas and learnings, and potentially apply them to everyday practice. Session content includes:

### **Session 1:**

- context, group cohesion and trust building
- exploring language, ageing, ageism, myths and realities
- discussing observations of current practice,
- exploring care, teamwork and processes
- encouraging identification of opportunities for change

### **Session 2:**

- principles of person centred care, and exploring how these might be applied
- reviewing interviews with an older person regarding hopes/future
- reflecting on practice, identifying opportunities for change, developing actions
- change theory and how it can be applied for practice change
- developing an action plan

### **Session 3:**

- feedback on action plans
- problem solving for implementation and sustainability of change
- evaluation and review

## ***“Maintaining the Momentum” Session***

A “Maintaining the Momentum” session is organised 4 – 6 months after running a Workshop Series, in collaboration with the participating organisation. Participants of the Program, key leaders and supporting staff from within the organization are invited to the Session. The Session provides an opportunity to formally acknowledge the achievements of the Program participants and showcase the outcomes of selected action plans. The Sessions assist in sustaining the outcomes of the Enhancing Practice Program in the participating organisation.

## ***Feedback Report***

Participants in each component of the Enhancing Practice Program complete a comprehensive evaluation at the end of a Workshop Series. Participants answer open-ended questions about their experience of the Program. A written summary report of this feedback is provided to the participating organization.

There is scope for the Enhancing Practice Team to tailor the Program to match the individual needs of a participating organisation.

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