



ST VINCENT'S
HEALTH NETWORK
SYDNEY



INNOVATION and
IMPROVEMENT.
change that matters

SVHNS Innovation and Improvement Directorate

*Delivering change through
continued evolution*

Townhall Feb 2021

Dr Chris Robinson

Background



Established in the June 2020 as part of an organisational refresh aimed at driving innovation and zero harm I&I was a team of 10



With a growing list of new and emerging projects including the eMR IPS, St Vincent's @ Home, Project Optima, Cancer Telehealth optimisation, MyVirtualCare roll out and the Medchart upgrade the team has more than doubled in size



Early successes include the go-live of Medchart*, the move of almost all CIS training from F2F to Virtual, approx. 50% roll-out of MyVC, acceptance to ACI VCA, ACI rehab pilot & CI Telehealth project, receipt of over \$1ml in grants and supplementation



In 2021 as we look to capitalise on the changes of 2020 a number of new project and change initiatives are scheduled to come on line it is time to reflect on what has worked and drive change to enable ongoing success

Challenges faced in 2020



Emerging organisational priorities have driven the need to delay some core initiatives due to time constraints



Physical distancing has impacted our ability to create buy-in and drive urgency linked to key priorities



Identification of project and change management capabilities gaps across the organisation

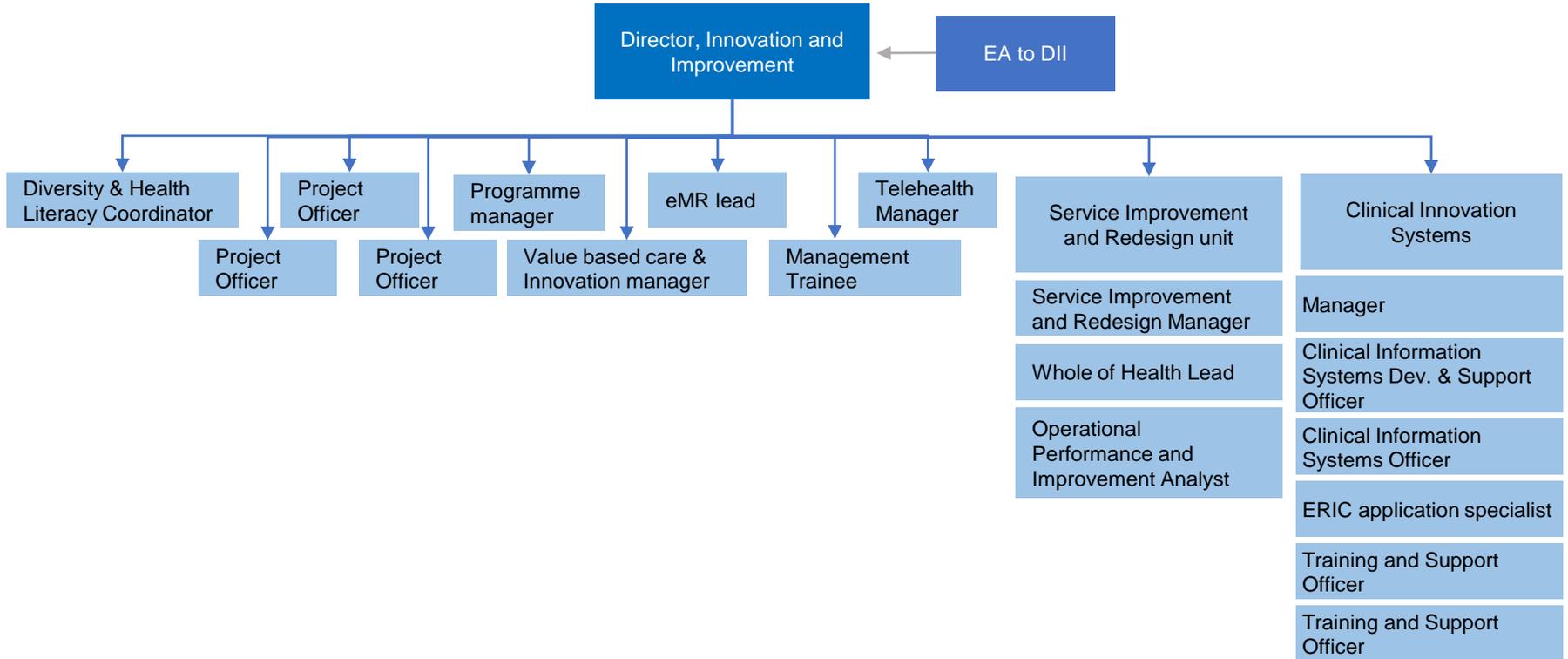


Difficult to maintain oversight on all key priorities due to rapid growth of team and initiatives

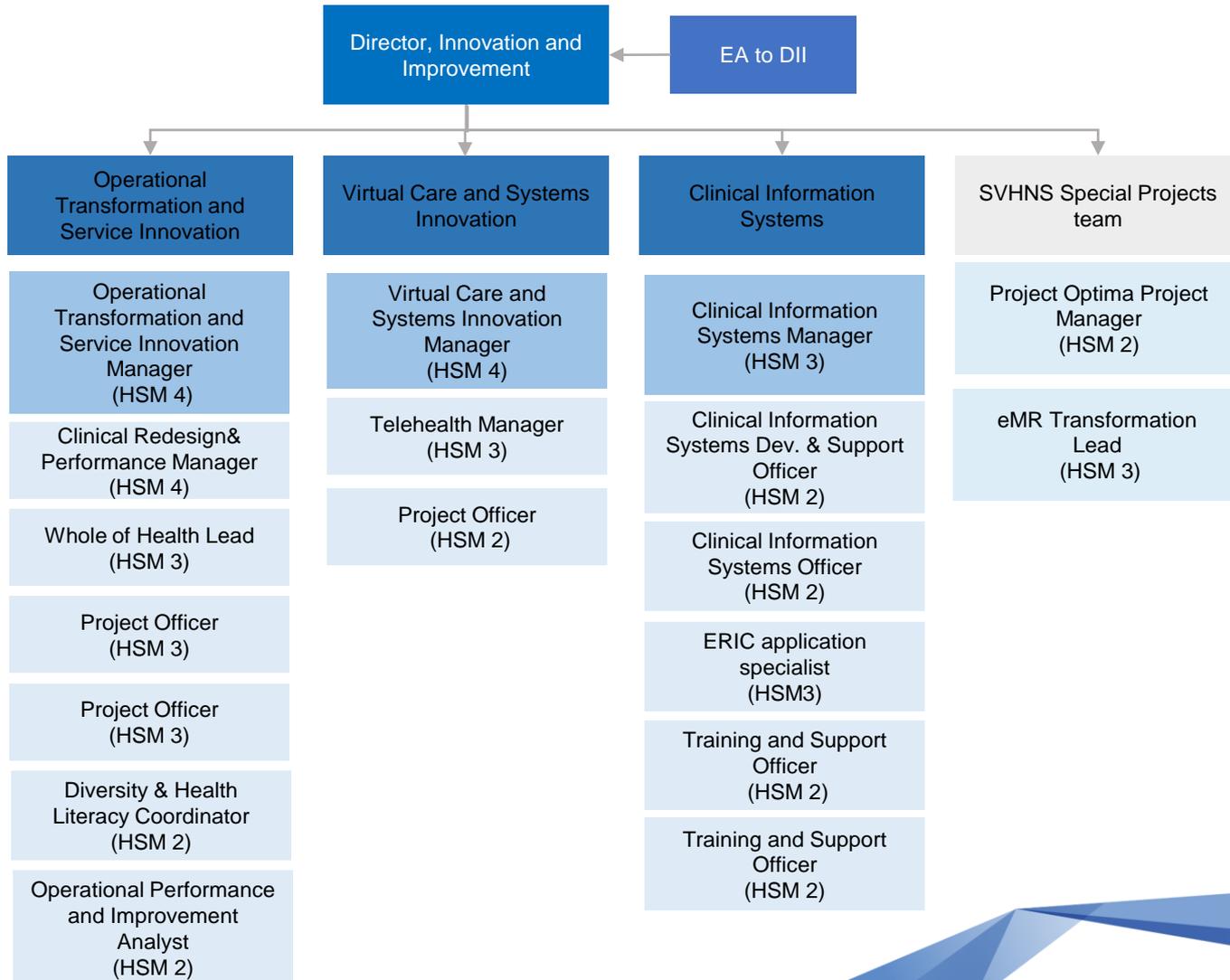


Limited opportunities for mentoring, personal development and coaching

Innovation and Improvement: Current Structure



Future state

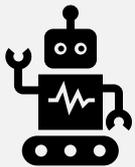


New Teams



Operational Transformation and Service Innovation

By combining our service improvement, value based care and redesign capabilities this new team will lead the design, development and implementation of new services aligned with strategic and operational objectives with a focus on zero harm value based care



Virtual Care and Systems Innovation

To support our endeavours around virtual care and care beyond the hospital walls this team consolidates our existing capability with the aim of creating a multidisciplinary team focused on identifying, designing, implementing and delivering system innovation

Benefits



-
- Increased oversight across core projects
 - Increased opportunity for coaching and professional development
 - Improved clarity over project and priority allocation
 - New opportunities for career progression
 - Enhanced succession planning

Support for Staff



At any stage questions are welcome to;

Chris Robinson; Director, Innovation and Improvement

chris.robinson@svha.org.au or 0448121088

Additional support is also available through;

- Employee Assistance Program
- People and Culture: Business Partner

Timelines



| Task | 16/2 | 22/2 | 1/3 | 8/3 | 15/3 | 22/3 |
|--|--------------|--|-----|----------|------|------|
| Initial One on One meetings | 16/2/2021 | | | | | |
| Union consultation | 16/2/2021 | | | | | |
| Opportunity for one on one consultations | 16/2/2021 to | 23/2/2021 | | | | |
| EOI process to commence | | Start: 24/2/2021 to 26/2/2021 | | | | |
| Interviews | | 26/02/2021 | | | | |
| Go-live | | | | 8/3/2021 | | |

Next Steps



-
- Finalise consultation
 - One on one engagement (as allowed)
 - Expression of interest release
 - Interviews
 - Go-live

FAQs



Will any jobs be lost?

No. This restructure is about strategically repositioning roles and people to improve the efficiency and efficacy of Innovation and Improvement whilst creating new opportunities for coaching and professional development.

Why do we need this restructure?

As our directorate grows and takes on more projects it becomes increasingly important that line of sight of all projects and initiatives is maintained. By creating functional units and reporting structures output visibility will increase allowing for more timely and impactful provision of support when required.

Will the team still maintain access to all other team members for communication as required?

Yes. Regular directorate and team huddles will be maintained to ensure open lines of communication and open door policy will be maintained by the Director.

What happens if the new structure does not work?

A review will be undertaken at 3 and 6 months to assess the impact of the proposed changes and to co-design any future changes required

Will we be given the opportunity to discuss the change in private?

Yes – all team members are invited to meet with the Director to discuss any concerns they may have about the change. Team members are welcome to bring a support person if preferable.