



Regional Specialty Services Project
Phase Three
Implementing solutions
Final Report

Central Region's Technical Advisory Services (TAS)
David Ramsden August 2006

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Executive Summary

The purpose of the Regional Specialty Services (RSS) Project, Phase 3 'Implementing Solutions' was to implement solutions identified in the previous mental health services regional specialty services project (October 2004). This final report focuses on the outcome of the project, including recommendations and an evaluation of the project.

The project focused on five identified Regional Specialty Services delivered by Capital and Coast DHB for the Central Region and Tairāwhiti. These services were;

- Regional Early Intervention Services
- Maternal Mental Health
- Mental Health Intellectual Disability Team
- Alcohol and Drugs co-existing Services
- Regional Personality Disorder service

The project's purpose was to implement solutions to ensure improved: knowledge of the services; access information; liaison systems; data collection; monitoring and improved delivery. The development of new MoUs between RSS and the Central Region DHBs was a final objective.

The project was carried out over a one year period by Central TAS using a seconded Clinical Leader from the Hawke's Bay DHB.

The project has achieved its deliverables and has significantly improved knowledge of the RSS contract. These achievements should lead to improved delivery of the services to the region for the 2006-07 year. The project has identified and informed the region of the planning and funding policies and procedures necessary to guide future changes in the purchasing of the Regional Specialty Services. The achievements of this project includes

The development and improvement of liaison roles for both RSS and the DHBs

The development of and distribution of a Service Guide outlining services available

- The establishment of a data collection and monitoring system
- Re establishment of a quarterly Liaison group to progress issues and collaboration
- Details of the current IDF contract being distributed to each DHB
- The completion of new MoUs
- The commencement of contract discussions between Hutt Valley and Capital &Coast DHBs

Stakeholders have expressed a high degree of satisfaction with the project. Much of this relates directly to improved understanding of the contract, access information and enhanced relationships between RSS and the DHBs. The use of a dedicated resource to complete the changes has been a key factor in the success of the project

The project is likely to lead to DHBs requesting that the future purchasing of Regional Specialty Services is based on their full IDF funding entitlement. Any changes to these Regional Services will require a regionally coordinated approach based on the Central Region Service Plan.

Recommendations to ensure the benefits of this project continue include

- Maintaining liaison people for RSS and for each DHB
- Maintain leadership of the Quarterly Liaison group
- Effective planning, promotion and coordination of RSS visits by local DHBs
- RSS delivering services requested
- Emphasis on the maintenance of positive relationships
- The timely identification of issues
- A focus on capacity and capability building at a local level
- Effective data collection and analysis
- Review of the MoU in a timely and collaborative manner

Introduction

This report provides a summary of the outcome .An evaluation of the project and lessons learned have been documented .Recommendations are made to ensure the benefits of the project continue to be realised.

Background

The Regional Specialty Services (RSS) were established in 1998 to ensure a range of specialty advice is available at a local level within the Central Region. They were designed to complement the work of the Community Mental Health teams. The objectives included increasing the level of clinical expertise, increase Community Mental health team's access to specialist advice and to improve the services for those with a serious mental health disorder.

There have been a major review and two previous projects. The "Harrison review" (2004) involved a comprehensive review of the services and recommended a fundamental change in the approach to the delivery of RSS. These recommendations were not accepted. Phase one project (2005) carried out by Central TAS focused on obtaining sector feedback on the "Harrison review", the establishment of an 'Issues log'. Phase 2 was also carried out by TAS and reviewed the progress made with the 'Issues Log' .This revealed little progress had been made .The identification of new service improvement initiatives and the appointment of a dedicated project worker to develop and implement these improvements was recommended.

A project manager was appointed for phase three commencing in August 2005.

Methodology

The project was aligned to phase 2 "Issues Log Evaluation" recommendations and the Regional Mental Health and Addictions strategic plan. Project .Terms of reference were developed outlining clear measurable deliverables.

The project used a TAS project methodology framework. The terms of reference were drafted and approved by the business owner and project sponsor.

Service Managers and Clinical Directors from the DHBs were advised of the project by individualised letter outlining the background, approach and the terms of reference.

The approach taken was to locate the RSS contract and original 2000 Commissioning plans. However, despite considerable effort the funding contract has never been located. The Commissioning plan was distributed to each DHB Service Manager and was used as the guiding document for the delivery of services.

A relationship building approach was adopted involving visits, consultation and regular communication with the RSS and DHBs. Visits to each DHB involved developing stakeholder understanding and buy in to the project.

Particular emphasis was placed on identifying and developing liaison staff in both RSS and each DHB. A detailed role description was developed to provide a guide for liaison people and to improve consistency across the region. A consultative approach was taken with DHBs and RSS nominating liaison staff and providing feedback into the role description.

Orientation days were held for two of the specialty teams in Wellington. These days were designed to develop understanding of the particular services provided by each team, co ordinate training, enhance an understanding of needs and develop relationships.

A 'Service Guide' was collated and drafted with final sign off and distribution by Capital & Coast DHB.

The liaison group (formerly the RSS monitoring group) was re established with representation from RSS and each DHB. This approach aimed at having representation from both liaison and management staff. Quarterly meetings (three) were held in Palmerston North.

The IDF contract volumes, FTEs and DHB share was collated and distributed to each DHB. Supporting documents such as the Operational Funding Procedure was circulated to inform stakeholders of the process to negotiate changes in contractual arrangements

MoUs were drafted using a generic template and individualised to each DHB. Visits were made to all DHBs to draft service delivery requests. A consultation and negotiation process was facilitated by the project manager. An impact analysis, based on the sum total of the requests was used before revised volumes were agreed.

Contractual negotiations between Capital &Coast and Hutt Valley DHB were outside the scope of the project, but initiated and supported by the project manager at the request of the Portfolio Managers concerned

Evaluation

Planned Objectives	Actual
Obtain RSS Contract details	Original Commissioning plan located, but contract not located despite numerous attempts. It was concluded that a completed contract document did not exist. IDF contract /value details for the 2006-07 year were formatted to provide details of what each DHB was funding.
Determine services provided by RSS	The specific resources and RSS services available to each DHB were documented and formed the basis for a comprehensive Service Guide.
Identify liaison staff	A list of each DHB's liaison staff was established Clarification of the RSS liaison system, documentation and promotion of these roles has been completed
Develop liaison role description	Detailed role descriptions for all liaison staff and project managers role was developed and implemented
Initiate contract discussions between Capital & Coast and Hutt Valley DHBs	Contractual and operational discussions between C&CDHB and HVDHB involving the provider and Planning and Funding were initiated. A number of meetings were held with a signed MoU likely.
Locate current information packages	A completed version was not located. A partially completed 2004 guide was located.
Initiate MoU discussions with each DHB	A number of meetings were held in each district to discuss IDF funding, the range of services available and local needs.
Develop and implement information and data monitoring	Meetings were held to develop a data monitoring system. A pilot was commenced. Full data reporting will commence for the July- September quarter.
Develop new MoU template	A more comprehensive generic template was developed. Sign off by both Planning and Funding and Service Providers was included.
Complete new MoUs	New MoUs were developed following comprehensive consultation between RSS and each DHB. These were signed off by all the DHBs, except the Hutt Valley DHB (due for completion 1 Sept) RSS are yet to sign off, but have agreed in principle and had copies of the signed MoUs

Expected Project benefits	Outcome
Improved clarity of roles	Liaison role description developed and circulated
Improved knowledge of RSS	Achieved. service guide, site visits, orientation days project manager visits to the region,
Improved targeted utilisation of RSS	Achieved. New MoU.
Increased skill level	Hard to measure
New MoUs	Achieved with improvement in the volumes and range of services to be provided
Clear monitoring/reporting	Data system developed. The outcome of this is awaited
Improved access	Achieved
Resolution of contractual service delivery issues between Capital &Coast and Hutt Valley DHBs	Partly achieved. Progress made

Budget

Planned	Actual
\$5200	\$4940

Project Management Approach

The project was mandated by the Central Region Planning and Funding General Manager, with governance provided by Portfolio Managers. Operational Management was provided by TAS.

Business owner	Joy Cooper, Director Planning and Funding, Wairarapa DHB
Project Leader	David Ramsden, Project Manager, TAS
Project Sponsor	Mary Wills, Mental Health Portfolio Manager Hawke's Bay DHB
Project Steering Group	Central Region Portfolio Managers
Operational Manager	Fiona Fowles, Mental Health Manager, TAS

1. Structure

The structure was appropriate for the project. It was effective and followed established methodology. Whilst the Portfolio Managers were responsive and supportive the steering group would have been enhanced by the inclusion of service provider representation.

2. Team

- The approach of employing a dedicated and independent resource to facilitate and complete tasks was considered successful.
- The Sponsor provided an effective link to planning and Funding, excellent advice and support to the Project Manager.
- The TAS Service Analyst produced the IDF tables and provided both historical and current contractual advice.
- The TAS Mental Health manager provided excellent project guidance and oversight, including alignment with other projects

3. Planning

Progress reports were submitted fortnightly to the Mental Health Manager and monthly to the Steering Group and Sponsor utilizing established templates.

4. Communications

The communication plan did not specify methods to inform clinicians and other stakeholders. A detailed plan to achieve this would have enhanced communication. Regular reports and communication with the Steering group and sponsor were achieved.

Comment

This project had clearly identified and achievable deliverables and presented few major difficulties in achieving its purpose. However, the following points can be made

- It was evident that there were some residual tensions between some DHB providers and RSS. The absence of contractual information, Service Guide or consistent liaison meant that effort needed to be made to develop interest and involvement. There appeared to be a

sense of frustration and resignation based on the perception that RSS project work had been going on for what appeared to be years, with little change. The implementation focus, rather than developing new models has played a significant part in generating interest in the completion of the project.

- Whilst the deliverables were clear considerable ongoing effort needed to be put into ensuring the diverse stakeholders retained the high levels of cooperation and motivation to participate
- The management of issues using an open and solution focused approach is considered an important learning. An independent, dedicated project management approach is considered a success factor
- The secondment of a clinical leader from the Central Region, with RSS liaison experience and knowledge is considered a success factor
- The terms of reference were widely circulated, but a number of key clinicians seemed to unaware of the scope of the project. It is clear considerable attention needs to be put into ensuring all stakeholders fully understand the terms of reference
- Relationship building approaches and clear connections between clinicians, service managers, liaison staff and RSS is essential to the success of the delivery of the specialty services.
- Updated Service Guides distributed to all relevant staff is essential
- The appointment of liaison people who have an interest in the specialty and an enthusiasm to champion the service is vitally important
- The completion and distribution of the IDF contract information played an important part in quantifying and qualifying the services purchased and provided. This provided clear information on entitlement and funding
- A comprehensive communication plan was not included in the terms of reference. Given the number of stakeholders to be communicated with a documented plan would have improved efficiency
- Responses from some service providers and RSS were on occasion delayed. These delays at times necessitated the use of reminders and prompting, contributing to delays in meeting some interim deliverables.
- The final MoU sign off may not be completed by the end of the project. All DHBs (excluding Hutt Valley DHB) have signed MoUs. However, RSS need to sign off and distribute the MoUs. Opportunities for RSS to provide feedback on the MoU have not always been taken in a timely manner
- A number of DHBs have been prepared to reduce their volume requests for the 2006-7 year to ensure Capital & Coast DHB does not to significantly alter services to the greater

Wellington area in the short term. RSS has made genuine attempts to improve their delivery. A cooperative spirit has prevailed

- The project was successful. The deliverables will all be achieved once RSS sign off and the Hutt Valley DHB MoU is signed (likely) The general approach, processes and project structure ensured the deliverables were achieved with some delays associated with signoff of the MoU
- A “close out meeting” at the end of the project would have provided an opportunity to collectively evaluate both the outcomes and processes involved in the project.

Anticipated outcomes or future benefits from the project:

- Accurate information on the RSS services provided will lead to improved access and targeted utilization by DHB providers.
- Implemented data collection and monitoring will lead to more equitable utilisation and purchasing of the specialist services.
- The maintenance of liaison systems will improve the understanding of services offered, improve access to services and enhance collaborative approaches to service provision.
- The capacity and capability of the workforce will improve with training, consultation and skill development.
- The capacity of a number of DHBs to provide specialist services will increase.
- An improved regional approach will enhance local service provision.
- Collaboration and net working will increase
- IDF funding will provide some choice for each DHB
- New Memorandums of understanding between the DHBs and RSS will better meet the needs of service providers and service users
- The new MoUs will ensure the needs of Maori and Pacific are a priority objective

Further Work Required:

The ongoing active involvement of RSS to continue the implementation is important to maximize benefits.

Following the completion of “Phase 3” it will be vital that the sector maintain excellent liaison, data reporting and collaborative approaches, with regularly reviewed memorandums of understanding. Leadership of the liaison group, the early identification of issues and direct communication between the DHBs and RSS is essential.

The success of service delivery must be seen as joint responsibility. The RSS must ensure delivery of services to meet the MoUs is given priority. The DHBs must play an active role in requesting, planning and promoting the use of the Specialty Services. It is suggested a qualitative summary of each visit to the DHB (excluding Hutt and Capital and Coast) is made recording the use of

specialist time, organisation and numbers attending training. This should be used as guide for the early identification of barriers to maximising the value of the services

It is critically important that the liaison staffs are well orientated, play an active part and are well supported by management. Where liaison staff resign it is important to replace this person, advise RSS and arrange for an effective orientation to both the role and the Specialist Service

It is suggested the Portfolio Managers and Service Managers review the operation of the MoU on a regular basis.

The quality of relationships and communication between the DHBs and RSS is perhaps one of the most important ingredients to an improvement in the delivery of specialist services.

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