



***Rural Palliative Care Project:
shaping primary health care in palliative care***

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Chair

RPCP Management Advisory Group

Let's Get Real -The Advance Care Planning for RPC Project

Learning Objective for this session

“To identify strategies to sustain project instigated activities after project completion!”



**Where are
we going?**



*"Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels there really is another way, if only he could stop bumping for a moment and think of it."*A.A. Milne, *Winnie the Pooh*

What's happening?

Each site is finding local solutions to local issues using the eight (8) core elements within the model.

The elements are:

- _ Governance (Mandatory)
- _ Sustainability (Mandatory)
- _ Specialist Palliative Care Services (Mandatory)
- _ Data collection (Mandatory)

- _ Link Nurses (elective)
- _ Patient held records (elective)
- _ Education (elective)
- _ Multi Disciplinary Teams (elective)



**Sustainability may be one of
the hardest parts of project
management –
but it is vital**





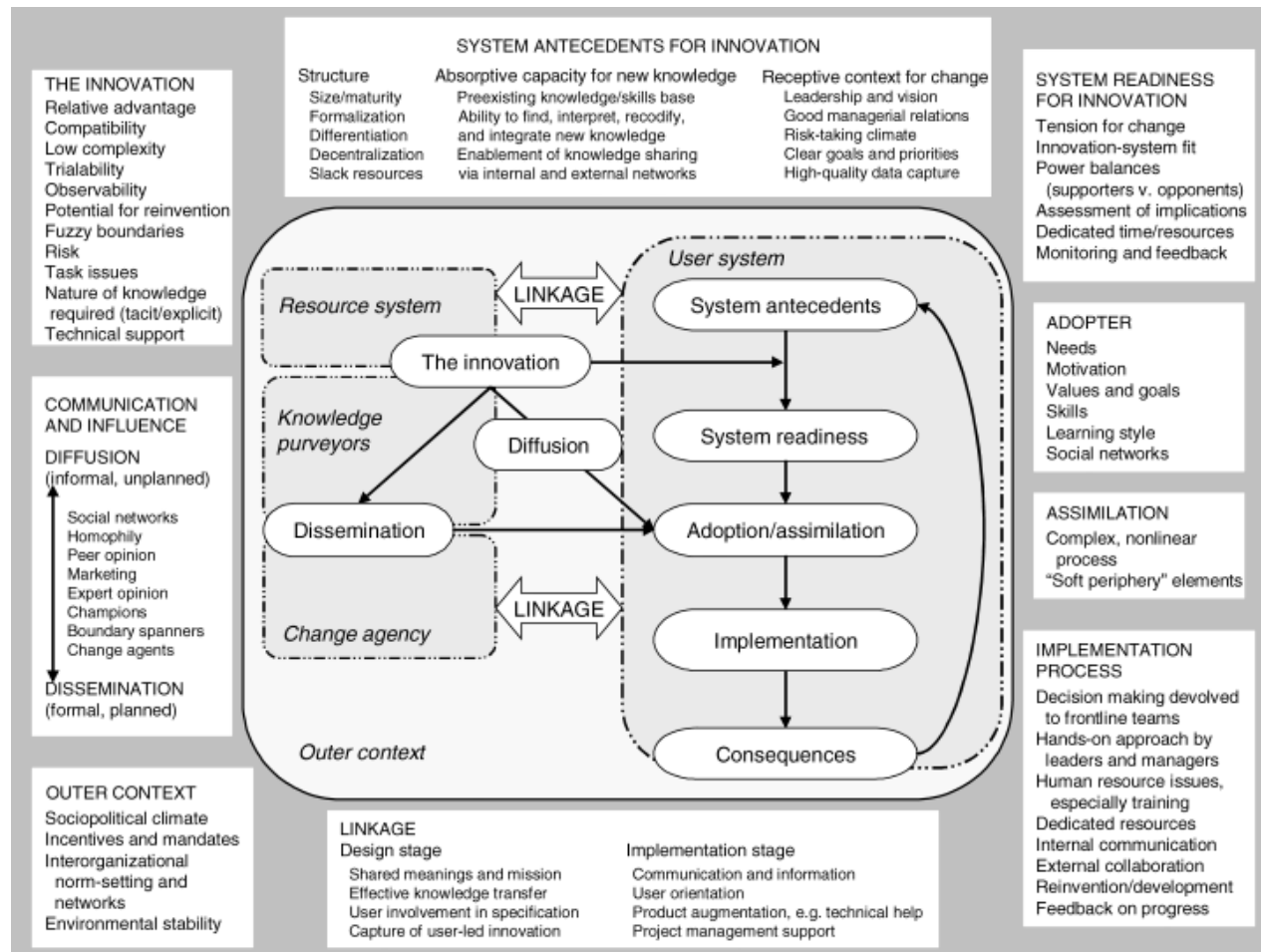
“It’s not too late!”

Key themes from the reports

Sustainable processes identified in Progress Reporting is very encouraging :-

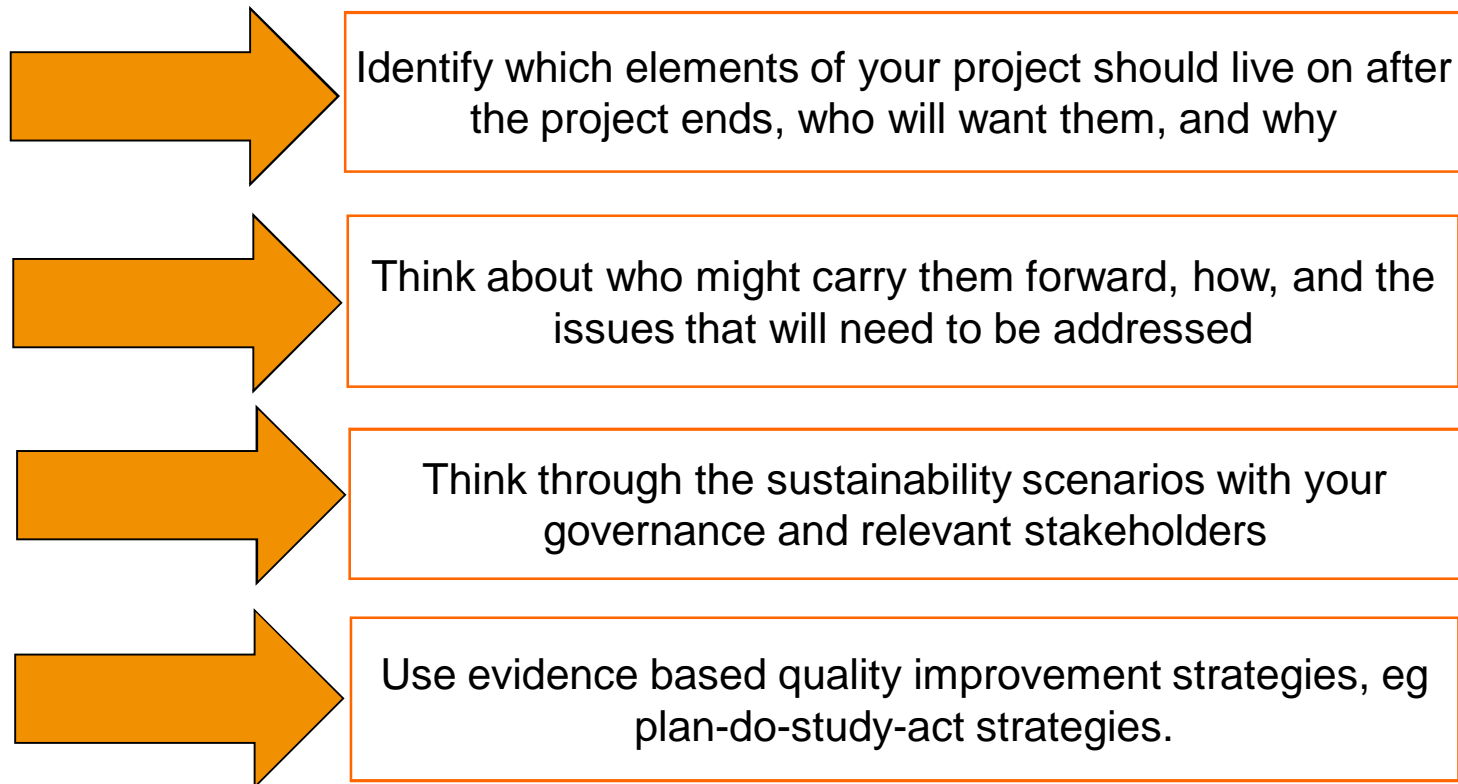
- Websites and Directories
- Links – eg Care Search, PCA
- Resources and Policy Manuals
- Community Forums
- Dissemination at state and national conferences
- Capacity building
- Relationship building

Greenhalgh et al (2004) model for change in health organisations



What are some of the steps in addressing sustainability?

Reference JISC Project Management Guidelines May 2008





Experience, Barriers and Strategies

Linda Rudorfer (RHealth)

Lessons learnt from RPC pilot program

Janette Baker (AHDGP)

Working with SA state palliative care plan

Rachael McMahon (AGPN)

Importance of evaluation in sustainability

Identifying Issues and Enablers for Sustainability

From the floor . . .

How many projects are
finding sustainability
difficult?



Sharing the Vision

“Name one positive change in your area that the RPC Project instigated that will be sustainable.”

“What should palliative care in rural Australia look like?”

Relationships

From the floor . . .

How many of you have developed good relationships with your stakeholders or experienced a change in stakeholder relationships?



Systems infrastructure

From the floor...

How many of you have made changes to policy and procedures?



System Infrastructure

From the floor . . .

How many of you have engaged in a Quality Activity and have been able to assess the changes you made?



Resources

From the floor . . .

How many of you have developed a resource?

Linkages to existing programs

From the floor . . .

How many of you have develop a formal MoU?

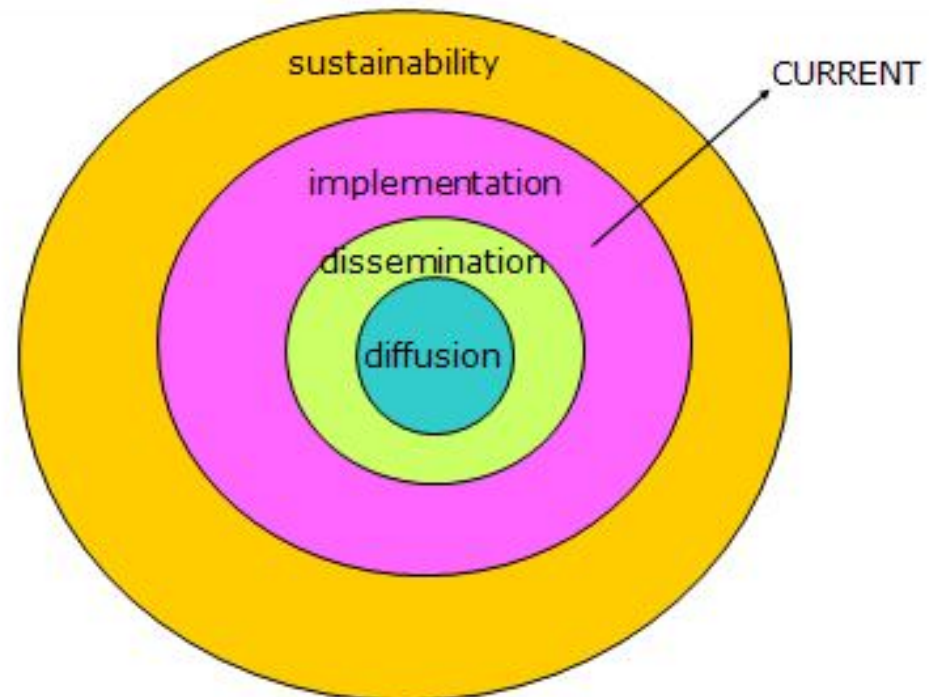
How many of you have become friends with your stakeholders?

Linkages to existing programs

DIFFUSION is defined as creating an awareness of the need to change and the proposed model and effects of change. Interpersonal influence is a major mechanism for diffusion. It is often informal and unplanned

Greenhalgh et al (2004) model for change in health organisations

Timeline – stages of change



Transferability

From the floor . . .

How many of you have used lesson learnt from RPCP or other programs in your project?

Change Management

From the floor . . .

What other ways have you instigated change?

To summarise...

- Clear and measurable outcomes
- Realistic and limited scope
- Constant, honest and clear communication with change leaders
- Appropriate strategies used to introduce and manage the change
- Good timing- fast enough to give a sense of progress yet not exceeding people's ability to absorb and control it
- Participation
- Support from key power groups
- Use made of existing power structure
- Majority support
- Competent staff support

To summarise...

- Integrate changes with the rest of the system and formal/informal rewards structure
- Give adequate rewards for those adopting the change
- Maintain momentum
- Note visible successes throughout the organisation
- Continue modification and adaptation on the light of experience
- The 2 systems should have a common language, meanings, and value systems
- They should share resources
- Use a message, imagery and metaphors to get through, such as a clear pathway.
- Use multidimensional strategies to suit the differing parties.
- Human relations should be positive and supportive

Klem Hedenig 2007

