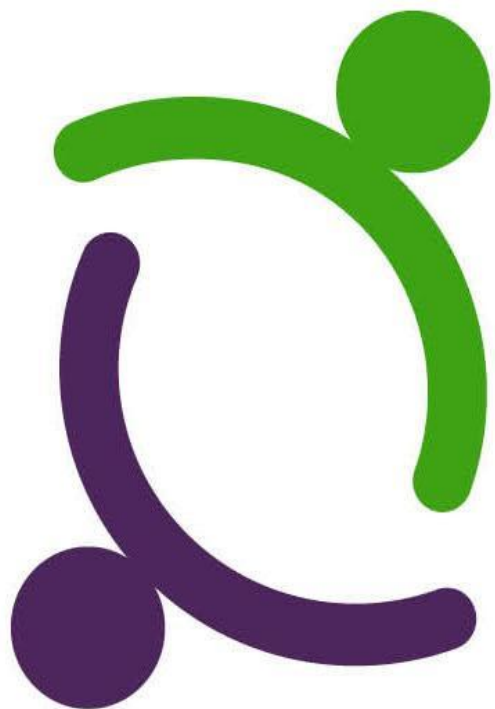




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**Consumer and Collaborative
Leadership – the new frontier of
healthcare improvement,
transformation, and change**

Presenters:

Leanne Wells, CEO, Consumers Health Forum of Australia

Jennie Parham, Project Lead, Collaborative Pairs Australia

Paresh Dawda, General Practitioner,
Collaborative Pairs Facilitator



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SESSION OVERVIEW

Context for collaborative practice in health

Overview of the Collaborative Pairs Australia Program

Introduction to some of the key concepts in the program

Future Directions

Q & A

Wrap Up



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WHAT IS COLLABORATIVE PRACTICE?

Take a few minutes by yourself or in
pairs to reflect on your experience in
working collaboratively

Jot down what you found the most
challenging



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Context for collaborative practice in health care

- Patient voice is weakly embedded in decision-making processes across the OECD

Health for the People, by the People, OECD, December 2021

- ACSQHC Standard 2 and attributes of high performing person centred healthcare organisations
- Government leadership
- Sector leadership by CHF and other consumer organisations



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What is consumer leadership?

- An emerging, evolving area of practice
- Organic or structural
- Two spheres:
 1. Health consumer community – leaders inspire, represent, advocate
 2. Health system – leaders provide expert advice and guidance to health services on relationships with consumers and service improvement



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Why does consumer leadership matter?

- Evidence that consumer participation can lead to improvements in health services
- A burning platform? Participation in decision making and policy setting some distance from important decision making processes and structures
- A paradigm shift from consumer participation to consumer leadership



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Enablers to consumer participation and leadership

- Power sharing
- End-to-end involvement
- Flexible, trust-based partnership
- Organisation policies, culture, governance
- Executive stewardship
- Champions of participation
- Dedicated budgets
- Education and training for both health professionals and consumers
 - focused on the purpose, benefits and capacities of *collaboration* and *shared responsibility*



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Enablers to consumer participation and leadership

“The most effective participation occurs in the context of ‘*working relationships*’ where there is a dialogue between providers and consumers, and *a shift of power* between them Direct dialogue is important because it engenders ownership of the process at all levels, which is essential to changea ‘*collaborating partnership*’”

Coney S for the New Zealand Guidelines Group 2004, Discussion Document, Effective Consumer Voice and Participation in New Zealand – A Systematic Review of the Evidence.



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Genesis of the Collaborative Pairs Program

- King's Fund UK
- Reconceptualising consumer leadership
- Addressing the power imbalance
- Creating a new way of working

Why Collaborative Pairs for Australia?

- Joint clinician/consumer leadership rather than parallel tracks
- Foundation for joint decision-making and co-design which underpins person-centred care
- Collaborative Leadership which is an enabler of change and driver of system improvement



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STORY SO FAR.....

ABOUT COLLABORATIVE PAIRS AUSTRALIA

- Leadership Development Program/system change intervention
- In pairs: consumer leader and clinical/service provider leader
- Experiential program focusing on the relational aspects of collaboration: joint decision making, power, conflict, learning to appreciate different perspectives
- Becoming self aware: personal styles of leadership, communication, conflict resolution
- Striving for equal partnership
- Delivered in 5 face to face workshops with project work in between





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NATIONAL DEMONSTRATION TRIAL

- 2 years 2018-2020
- 4 Primary Health Networks
- 4 facilitator pairs (trained in the UK)
- Supervision of facilitators by King's Fund
- 7 programs
- Over 40 pairs completed the program
- External Evaluation



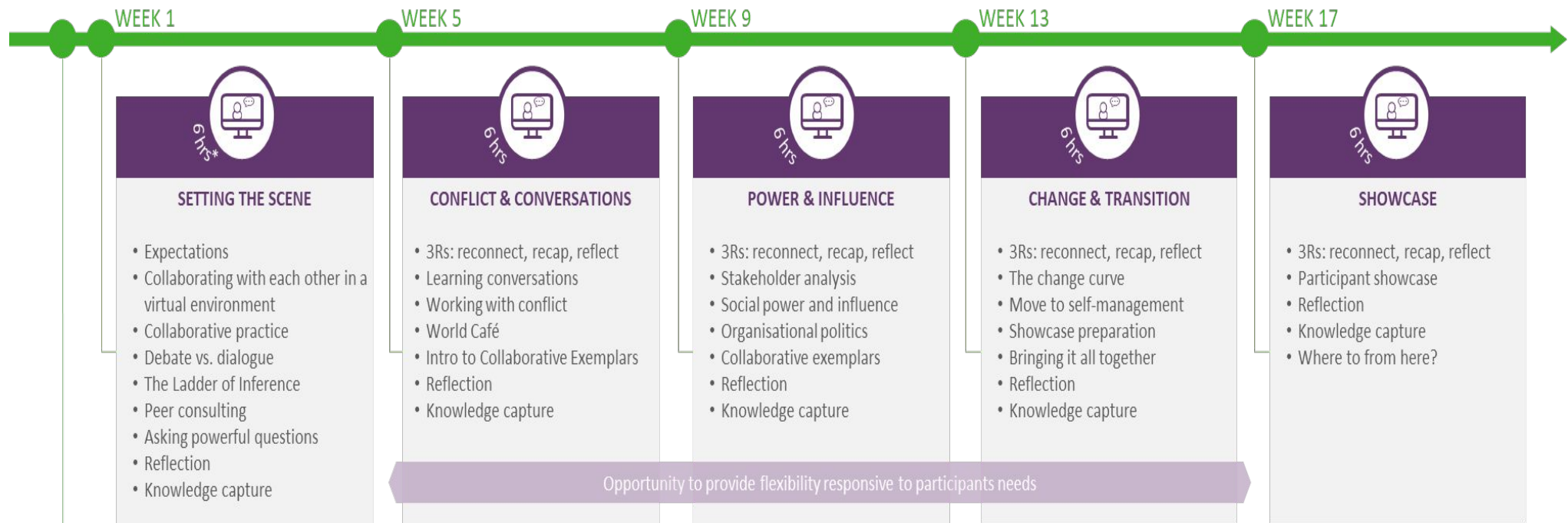
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- Improvements following the NDT and delivered 2 more programs, one national, one for a specific organisation
- Reconceptualisation of the program
- Redesign of the program into a virtual program



*Please note that timing for length of workshops is estimated and includes breaks

- Meet & Greet Facilitators
- Confirm Project

Self-Guided Learning and Project Progression

Self-Guided Learning and Project Progression

Pairs Coaching with Facilitator

Self-Guided Learning and Project Progression

Self-Guided Learning and Project Progression

Pairs Coaching with Facilitator

SUMMARY OF EVALUATIONS UNDERTAKEN BY CHF ON THE COLLABORATIVE PAIRS PROGRAM

EVALUATION	TYPE	FUNDING	WHO UNDERTOOK IT	SCOPE	OUTPUTS
National Demonstration Trial	External	ACSQHC	Curtin University/University of NSW	<ul style="list-style-type: none"> • Proof of Concept in Australia • Process /Formative Evaluation to inform program improvements 	Literature Review Executive summary of the Final Report https://chf.org.au/publications/collaborative-pairs-australia-final-report
Evaluation of SCV Program	Internal	SCV Funding to deliver the program	CHF(Project Lead and Facilitators)	<ul style="list-style-type: none"> • Evaluate understanding and progress in collaborative practice • Test the use of a measure of collaborative practice • Identify critical success factors 	Executive Summary Attached Full report available on request
Evaluation of Collaborative Pairs Virtual	External	ACSQHC	Curtin University/University of NSW	Evaluate the effectiveness of a virtual program in meeting the objectives of the program	Executive Summary attached Full report available on request



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- a “new energy” in working together



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OUTCOMES (WHAT PARTICIPANTS HAVE REPORTED)

- Strong consumer and clinical leaders who are capable of driving change
- Enhanced relational capability :greater mutual respect, communicating more openly, more self –aware
- Fundamental shifts in attitudes and behaviour of both clinicians and consumers

Clinicians reported “I will never forget this experience, it has changed me as a clinician”

“letting go of power”, “listening more”

Consumers reported “feeling valued”, making a meaningful contribution”, letting me in “

- Championing or “modelling” authentic collaborative practices
- Strong advocates of consumer participation and consumers as “agent of change”



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Collaborative Pairs Leadership Program - Nic and Jacinta



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INTRODUCING COLLABORATIVE PAIRS TASTER



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CONTENT

Content in the *Collaborative Pairs* program includes:

- dialogic communication
- skills associated with holding critical conversations
- developing influencing and negotiating skills
- managing difficult behaviour and conflict management
- political intelligence and stakeholder relationships

Methodologies:

- Action learning
- Peer Consulting
- Appreciative Inquiry
- World Café



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DEBATE VS DIALOGUE

DEBATE

Assumes that there is one answer and you have it

Tries to prove others wrong

Listens to find flaws and make counter arguments

Defends assumptions as truth

Seeks closure around own view

vs.

DIALOGUE

Assumes that many people have a part of the answer

Works with others to find a common understanding

Listens to understand and seek agreement

Reveals assumptions for examination

Seeks to discover options



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WHEN TO USE DIALOGUE

- To explore an issue or proposed course of action
- To test your thinking , ideas , beliefs and assumptions
- To understand the thinking (ie ideas, beliefs and assumptions)of others particularly when you need to gain support and collective agreement
- To build common understanding of an issue

d list ▼

Edit

1

Can you help me understand your thinking here?

2

What leads you to conclude that?

3

Talk me through the data.

4

What are your assumptions here?

5

Where does your reasoning go next?

6

How would you describe?

- Reflect on conversations you've been a part of in the past, professionally or personally.
- Consider the way you have approached the conversation - is there a focus on debate or a focus on dialogue?
- Do you switch your approach depending on who you are talking to and what the topic is about? Consider why you might do this.

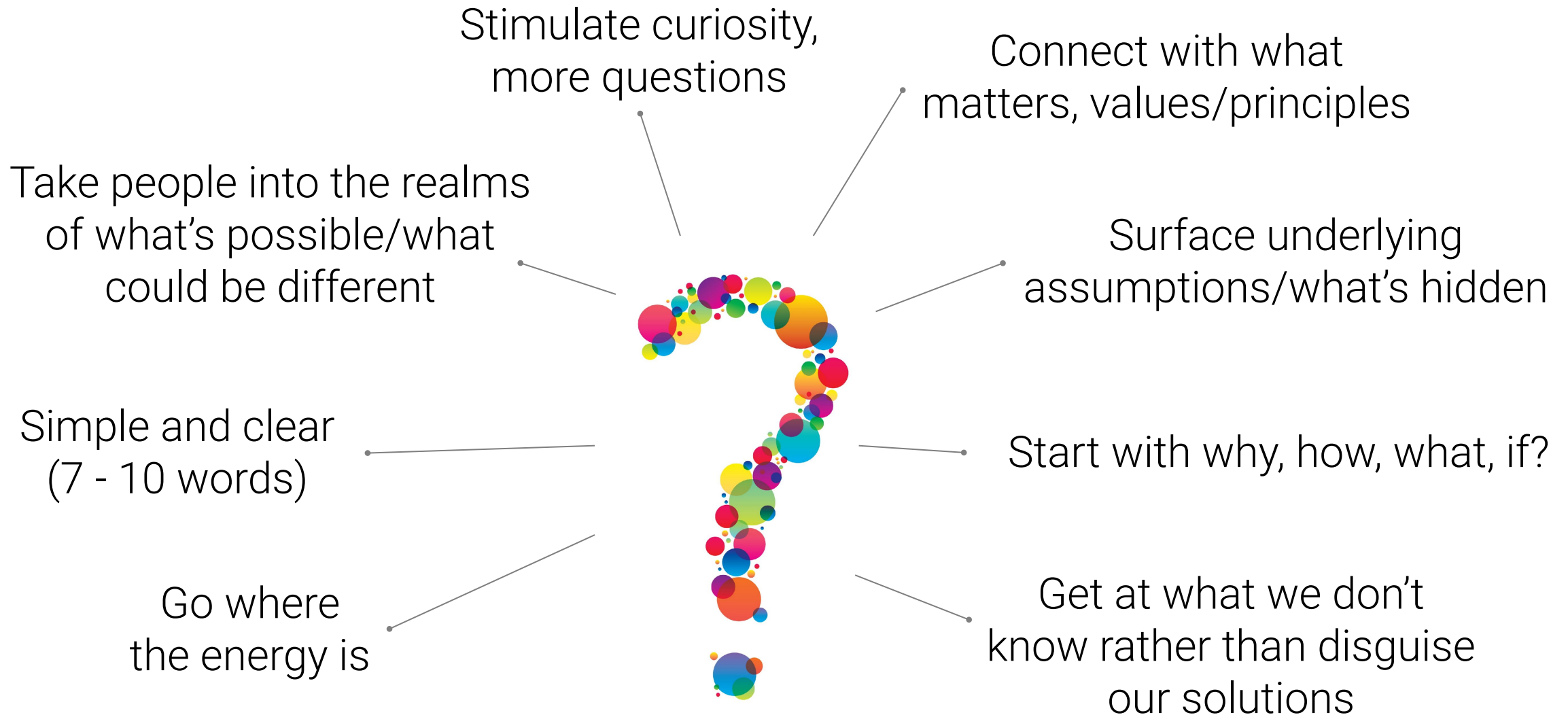


**"Powerful questions open the door to
dialogue and discovery.**

**They are an invitation to creativity and
breakthrough thinking.**

**Questions can lead to movement and
action; by generating creative insights
they can ignite change."**

- Juanita Brown



Great powerful questions to ask

- 1 What is the question you want to answer?
- 2 What do you want to be different?
- 3 What would need to be in place to change this?
- 4 Why does 'x' matter?
- 5 What would it look like if you were successful?
- 6 How does 'x' relate to 'y'?
- 7 What would 'person A' say about this issue?
- 8 What is difficult to talk about, what gets avoided?
- 9 If success was guaranteed, what would you be braver about?

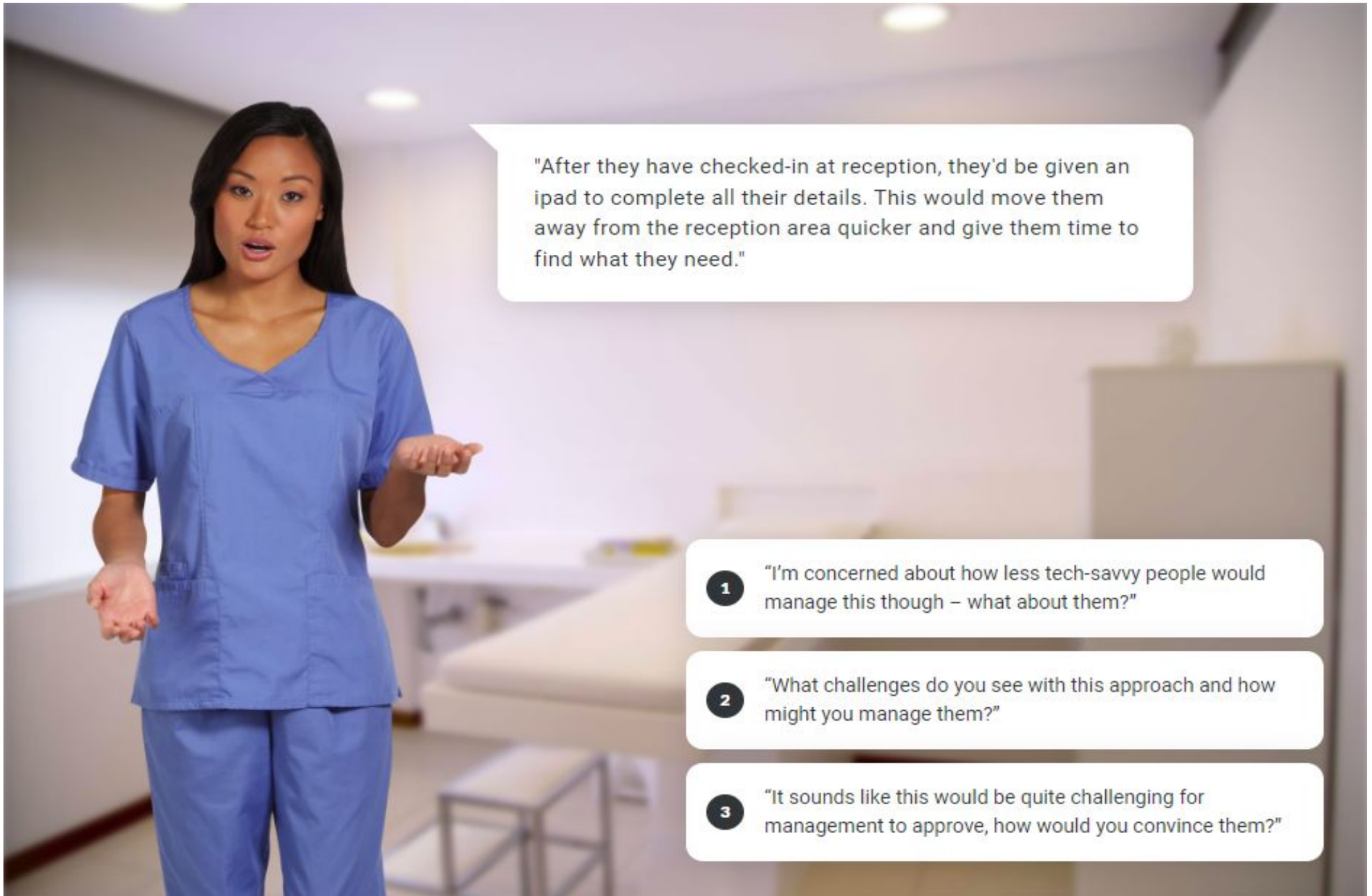


"I know there's a better process for the way we record patient details but I just don't know if our manager will go for it."
Choose the best response:

1 "What do you want to be different?"

2 "Yes I agree, I have thought that too."

3 "The current process seems to work quite well doesn't it?"



"After they have checked-in at reception, they'd be given an ipad to complete all their details. This would move them away from the reception area quicker and give them time to find what they need."

1 "I'm concerned about how less tech-savvy people would manage this though – what about them?"

2 "What challenges do you see with this approach and how might you manage them?"

3 "It sounds like this would be quite challenging for management to approve, how would you convince them?"



"I thought perhaps less tech-savvy people might find it a challenge so I've put together three ways to combat this."

1


"What other data or information do you have to support this approach?"

2

"That sounds great! I would be willing to help you discuss this with our manager."

3

"It sounds like you've put a lot of thought into it, I think you'd be fine to talk to our manager about it now."



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WHERE ARE WE NOW.....



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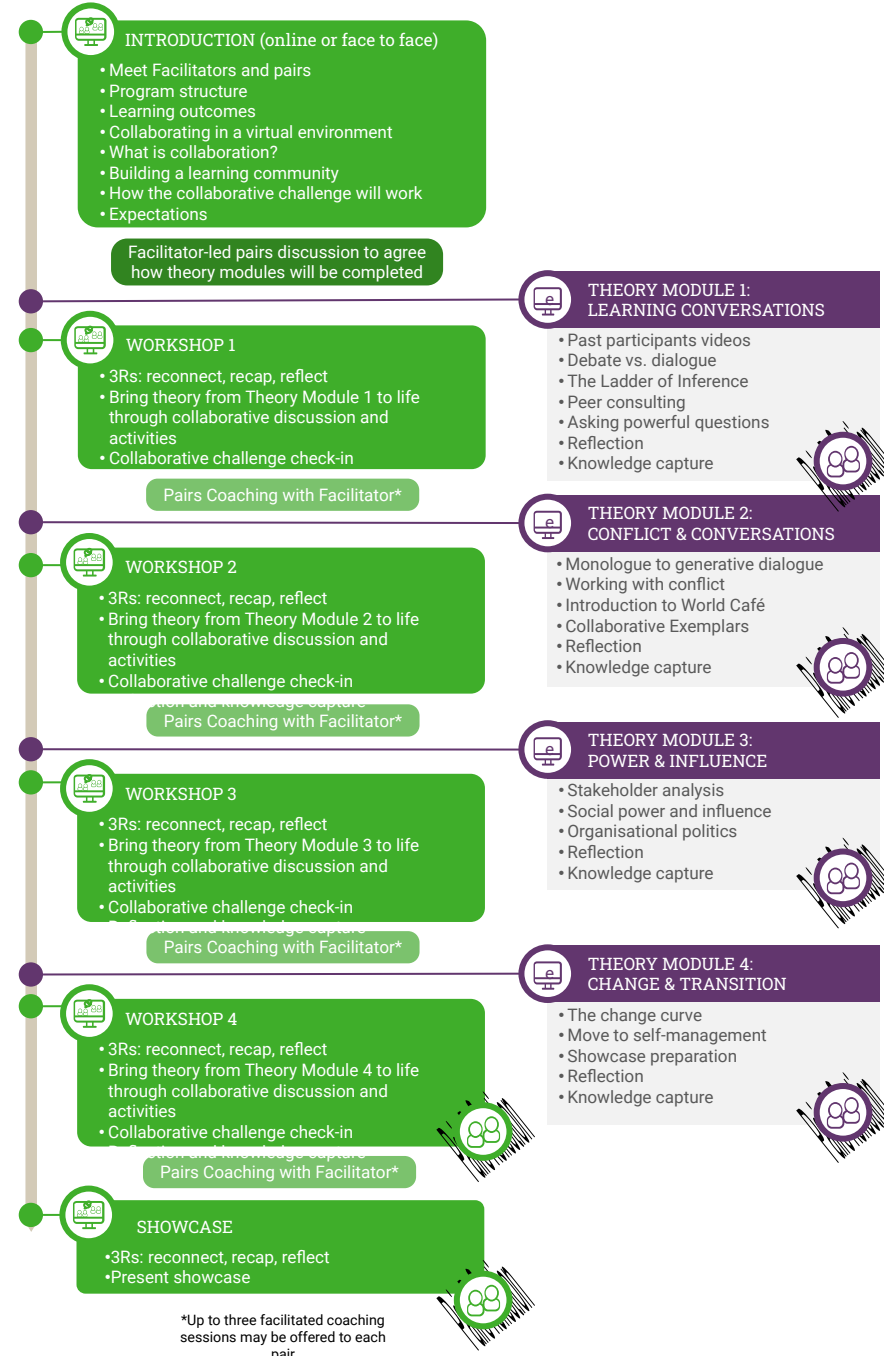


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COLLABORATIVE PAIRS YOUTH

- Working with two partners: Orygen and Healthy North Coast Primary Health Network
- Redesigning the program to suit a youth context In collaboration with young people (due for completion in November 2022)
- Training up a new cohort of facilitators to deliver Collaborative Pairs Youth (early 2023)
- Piloting the program in 2 sites: Orygen and Healthy North Coast PHN (mid to late 2023)

Collaborative Pairs Architecture





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WHERE ARE WE HEADED.....



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- Undertaking a Pilot of the Youth program
- Developing organisational readiness self-assessment tools
- Developing some shorter programs to raise awareness of consumer leadership and collaborative practice
- Exploring applications beyond health (ie aged care)



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**TIME FOR YOU TO ASK US
QUESTIONS**



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TAKE HOME MESSAGES

- Collaborative practice is about striving for equal partnership
- Respect and valuing the other's perspective
- Engaging in critical conversations that create opportunities
- Challenging our values, beliefs and assumptions
- Addressing the power balance in the relationship



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Jane and Karen - Power of Collaboration



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THANKYOU

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<https://chf.org.au/collaborative-pairs>